# THE UNIFIED GOVERNMENT OF ATHENS-CLARKE COUNTY

# FY 2019 ANNUAL OPERATING & CAPITAL BUDGET

# JULY 1, 2018 - JUNE 30, 2019

# ATHENS-CLARKE COUNTY
# MISSION STATEMENT

**Athens-Clarke County,**
**an open and responsive government,**

**facilitating a positive environment**
**for individuals to obtain a high quality of life and**
**local organizations to achieve success**

**by providing innovative, high quality services and responsible stewardship of the community's resources, to benefit current and future generations.**

**Adopted by the Mayor and Commission**
**November 4, 1997**

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July 1, 2018

Dear Citizens and Commissioners of Athens-Clarke County:

As Mayor of the Unified Government of Athens-Clarke County, I am pleased to present to you the 2019 Fiscal Year Annual Operating and Capital Budget. In accordance with Georgia Law and the Charter of the Unified Government, the Mayor and Commission on June 5, 2018 adopted this budget. Citizen input for this budget was received on May 8, May 15 and June 5, 2018.

This budget is balanced without reductions to current services and includes funding to support voter approved SPLOST facilities while maintaining the current millage rate of 13.95 for the sixth consecutive year.

Key Points in the FY 2019 Budget

- This Budget includes a total of 1,673 full-time authorized positions, which is an increase of seven full-time authorized positions compared to the current level. The authorized level of full-time positions will remain below 14 per thousand of ACC population, as it has since 1991. These additional positions include:
  - E911 Dispatcher in the Police Department
  - Landscape Groundskeeper in Central Services
  - Transportation System Technician in Transportation and Public Works
  - Safety & Training Coordinator in Transit
  - Education & Outreach Coordinator in Transit
  - Program Education Specialist for litter abatement in Solid Waste
  - Records Technician in Building Inspection
- As noted above the FY19 Budget continues to plan for and support SPLOST funded facilities. It includes one full-time position for Greenway maintenance for the last six months of FY19, in addition to full funding for the partial year budget approved for FY18 for maintenance and support of the expanded Greenway ($172,900). Also, this budget includes $20,000 for additional maintenance support for the newly expanded Airport Commercial Terminal and $5,000 in the Office of Sustainability for maintenance of recently acquired undeveloped greenspace.
- The Budget includes approximately $400,000 for annual funding for the Police Residency Program for sworn police officers who live within the county. This amount funds an increase to the monthly residency allowance from $200/month to $300/month, and maintains the one-time relocation payment of up to $1,000. This is an increase of $250,000 over the FY18 Budget for this program.
- This Budget also includes $135,000 for a new Affordable Housing Fund using the annual Payment in Lieu of Taxes received from the Athens Housing Authority. This revenue source will be used to fund a study to review housing community redevelopment options ($30,000), a full-time Records Technician position in Community Protection (9 months, $39,000), freeing up time for Code

Enforcement Officers to inspect multi-family developments, and other programs as directed by the Mayor and Commission.

- The FY19 Budget includes funding in support of the Mayor and Commission Goal to attract, retain, and reward talented employees. Across all funds, the Budget includes a funding increase of $3.9 million ($2.95 million in the General Fund). This funding will provide employees with a 1% pay increase and a one-time payment of $200 to help offset the increased cost of health insurance. In addition, the funding will provide for full implementation of the pay study recommendations in January 2019. This pay study was approved as part of the FY17 Budget.
- The budget includes an increase in both the employee and employer contribution to the Employee Health Insurance program. These increases are needed to keep pace with the current cost and utilization of ACCUG's health insurance programs. In addition, this Budget includes a $25 increase to the monthly pension payment for current retirees at a cost of approximately $300,000. This is the first increase since a $50/month increase in FY15. Under the current plan, pensioners do not receive annual cost of living adjustments.

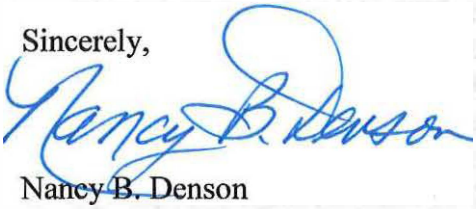
Strategic Commitments and initiatives agreed to by the Mayor and Commission at their most recent annual retreat helped to guide the development of the FY19 Budget. Resources have been set aside for some objectives and others are already operational or will be achieved with resources established in this budget. Additional information on key points of the budget is included in the Executive and Budget Summaries prepared by the staff of the Finance Department.

My work as Mayor affords me the unique opportunity to work with and meet people throughout the community, region, and state, where I routinely receive compliments on our community, as well as our staff. This is the norm and not the exception. This positive perception is something for which we can be proud, and is directly attributed to the commitment regularly exhibited by both citizens and staff as we work together for the Athena ideal: to leave our community better than we found it.

I wish to extend my personal thanks to several persons who provided many hours of assistance to me during the development of the FY19 Budget. Manager Blaine Williams along with his management team and the staff of the Finance and Human Resources Departments all played critical and supportive roles throughout the process. These individuals were also an invaluable part of the team during the Commission's budget deliberations.

Also, my thanks go to each member of the Commission for their thoroughness and thoughtful contributions during the development and adoption of the FY19 Budget. In addition, I want to recognize and express my gratitude to Mayor Pro Tempore and District 4 Commissioner, Allison Wright, for her hard work and leadership during the Commission review of this budget. If you have any questions, please do not hesitate to contact me.

Sincerely,



Nancy B. Denson
Mayor

**AN ORDINANCE TO PROVIDE FOR THE RAISING OF REVENUES AND THE APPROPRIATION OF FUNDS FOR ATHENS-CLARKE COUNTY, GEORGIA, FOR THE FISCAL YEAR 2019 BEGINNING JULY 1, 2018 AND ENDING JUNE 30, 2019 TO PROVIDE FOR THE OPERATIONS OF GOVERNMENT DEPARTMENTS, BOARDS, AGENCIES, ELECTED OFFICES, AND OTHER GOVERNMENTAL ACTIVITIES; TO PROVIDE FOR THE LEVEL OF PERSONNEL AUTHORIZED FOR THE VARIOUS DEPARTMENTS AND AGENCIES; TO PROVIDE FOR A CAPITAL BUDGET; TO ESTABLISH 2018 PROPERTY TAX RATES; TO ESTABLISH COMPENSATION FOR THE CHARTER OFFICERS; TO ESTABLISH RATES AND STRUCTURE OF FISCAL YEAR 2019 HEALTH INSURANCE PROGRAMS; TO REPEAL CONFLICTING ORDINANCES; TO PROVIDE EFFECTIVE DATES; AND FOR OTHER PURPOSES.**

THE COMMISSION OF ATHENS-CLARKE COUNTY, GEORGIA, HEREBY ORDAINS AS FOLLOWS:

SECTION 1. Pursuant to Section 7-405 of the Charter, the sums of money as summarized in Exhibit A attached hereto and made a part of this Ordinance, shall be and are hereby adopted as the Operating Budget and the Capital Budget for Athens-Clarke County for Fiscal Year 2019 (FY19), beginning July 1, 2018 and ending June 30, 2019.

SECTION 2. The appropriation of funds for all departments and agencies shall be as provided for in Exhibit A and supporting schedules.

SECTION 3. Each of the Enterprise and Internal Service Funds shall be operated in accordance with Proprietary Fund accounting standards and procedures and shall not be governed by the Governmental Fund budgetary accounting principles; however, the budgetary estimates upon which such budgets are adopted shall be retained in memorandum form for budget control purposes and utilized in the preparation of comparative operating statements.

SECTION 4. The personnel levels provided for in the Personnel Authorization Schedule for all departments and agencies, as provided in the budget document entitled "The Unified Government of Athens-Clarke County FY2019 Annual Operating and Capital Budget July 1, 2018–June 30, 2019" are hereby adopted as the maximum employment levels for such departments and agencies and shall not be increased without the approval of the Mayor and Commission.

SECTION 5. All financial operations shall be accounted for in accordance with Generally Accepted Accounting Principles and Standards.

SECTION 6. In accordance with the Official Code of Georgia Annotated Section 33-8-8, the proceeds from the tax on insurance premiums estimated to be $8,200,000 for FY19, shall be used for the provision of services to all residents of Athens-Clarke County.

SECTION 7. In accordance with the Official Code of Georgia Annotated Section 46-5-134, the monthly "9-1-1 charge" of $1.50 per exchange access facility, the $1.50 per month “wireless enhanced 9-1-1 charge”, and the $0.75 per retail transaction for the “pre-paid wireless charge” are reaffirmed for the period July 1, 2018 – June 30, 2019.

SECTION 8. The Manager is further authorized to transfer sums up to $15,000 from the General Fund Contingency to meet unbudgeted obligations of the Government. The Manager is required to notify the Mayor and Commission of each of these transfers from Contingency at the next scheduled regular meeting under the provisions of Section 7-408 of the Charter of the Unified Government of Athens-Clarke County, Georgia.

SECTION 9. The Manager is further authorized to transfer sums within each fund's capital budget among projects and accounts up to $100,000 to meet project obligations of the government. The Manager is required to notify the Mayor and Commission of each of these transfers at the next scheduled regular meeting under the provisions of Section 7-408 of the Charter of the Unified Government of Athens-Clarke County, Georgia.

SECTION 10. The Manager is further authorized to approve the application for grants and accept grants on behalf of ACCUG up to $50,000 and to amend the Operating or Capital Budget for the grants as needed. This authority is permitted if the grant meets all of the following conditions: (1) matching funds are appropriated or the grant does not require matching funds; (2) ACCUG will not be required to otherwise commit resources or maintain any services after the end of the grant period; (3) no positions will be added with the grant; and (4) no vehicles will be added to the ACCUG Fleet Replacement Program as a result of acceptance of the grant.

The Manager is required to notify the Mayor and Commission of approval or acceptance of each grant at the next scheduled regular meeting under the provisions of Section 7-400 of the Charter of the Unified Government of Athens-Clarke County, Georgia. The Manager and appropriate staff are authorized to execute all required documents associated with grants accepted under this provision.

SECTION 11. The budget document, entitled "The Unified Government of Athens-Clarke County FY2019 Annual Operating and Capital Budget July 1, 2018–June 30, 2019" shall be maintained on file in the Office of the Clerk of Commission.

SECTION 12. The ad valorem tax rate for Athens-Clarke County is hereby levied for the year 2018 upon all real and personal property within the government not exempt from taxation under law as follows:

Maintenance and Operations (General Fund) 13.95 mills

SECTION 13. Under authority of the Act creating the Downtown Athens Development Authority (Georgia Laws 1977 Session, 3533) there is hereby levied and assessed for the year 2018 on the real property in the downtown Athens area as defined in said Act a tax of one (1) mill upon the value of said real estate as fixed by the Tax Digest of Athens-Clarke County.

SECTION 14. Pursuant to Sections 4-101, 4-103, and 4-104 of the Charter of the Unified Government of Athens-Clarke County, the annual compensation of the charter officers, as provided for by ordinance and contract for FY19, shall be $176,187 for the Manager, $170,461 for the Attorney, and $83,745 for the Internal Auditor. In addition, the Manager, Attorney and Internal Auditor each will receive a one-time payment in FY19 of $200, similar to other full-time employees.

SECTION 15. Pursuant to Official Code of Georgia Annotated Section 48-13-93(a) (2), the proceeds of the excise tax on the rental charge for motor vehicles, projected to be $190,000 during FY19, shall be used for promoting industry, trade, commerce, and tourism. The proceeds from this tax in FY19 shall be used to support the Athens-Clarke County Economic Development Department, with an estimated budget of $600,000.

SECTION 16. Pursuant to Section 1-9-19 of the Code of Ordinances of the Unified Government of Athens-Clarke County, the Benefits Summary of the Health Insurance and Health Benefits Program and the premiums or contributions for employees and retirees, as applicable, shall be as follows:

(a) Pursuant to Athens-Clarke County Code Section 1-9-19(a), the government shall provide as an option to employees the plans of health insurance coverage as described in the Summary Plan Document entitled "Consumer Healthy Solutions (CHS) Plan with a Health Savings Account (HSA) Medical Benefit Booklet for the Unified Government of Athens-Clarke County," effective July 1, 2018, and prepared by Anthem for the Unified Government of Athens-Clarke County. This booklet is on file and available for public inspection in the office of the Clerk of Commission, Room 204, City Hall, 301 College Avenue, Athens, Georgia and on file and available for public inspection in the office of the Human Resources Department, 375 Satula Ave., Athens, Georgia.

(b) During the first open enrollment period, employees have the option to select from among the following health insurance coverage: the option described in the preceding paragraph or the plans of health insurance coverage as described in the Summary Plan Document entitled "BlueChoice Option Point of Service Open Access dated July 1, 2018 –Conventional Plan Benefit Booklet for the Unified Government of Athens-Clarke County," Administered by BlueCross BlueShield Healthcare Plan of Georgia, incorporated herein by reference. This booklet is on file and available for public inspection in the office of the Clerk of Commission, Room 204, City Hall, 301 College Avenue, Athens, Georgia and on file and available for public inspection in the office of the Human Resources Department, 375 Satula Ave., Athens, Georgia.

(c) Pursuant to Athens-Clarke County Code Section 1-9-19(b), the Designated Plan for retirees not yet 65 years of age and the Designated Dependent Plan for spouses of retirees not yet 65 years of age, and eligible dependent children, shall be that plan described as the BlueChoice Point of Service (POS) Open Access Plan of health insurance coverage as further described in the Summary Plan Document entitled "BlueChoice Option Point of Service Open Access dated July 1, 2018 – Traditional Plan Benefit Booklet for the Unified Government of Athens-Clarke County," Administered by BlueCross BlueShield Healthcare Plan of Georgia, incorporated herein by reference. This booklet is on file and available for public inspection in the office of the Clerk of Commission, Room 204, City Hall, 301 College Avenue, Athens, Georgia and on file and available for public inspection in the office of the Human Resources Department, 375 Satula Ave., Athens, Georgia. The plan options for retirees and for retiree dependent coverage shall be any other health insurance coverage plans offered to employees in (a) and (b) above.

(d) Those retirees not yet 65 years of age who are eligible for PPO shall be provided the plan of health insurance coverage as described in the Summary Plan Document entitled "Blue Choice PPO Benefit Booklet for the Unified Government of Athens-Clarke County," Administered by BlueCross Blue Shield of Georgia, dated July 1, 2018, incorporated herein by reference. This booklet is on file and available for public inspection in the office of the Clerk of Commission, Room 204, City Hall, 301 College Avenue, Athens, Georgia and on file and available for public inspection in the office of the Human Resources Department, 375 Satula Ave., Athens, Georgia.

(e) The premiums to be paid for the programs of health insurance for employees are set forth in the document entitled "The Unified Government of Athens-Clarke County FY19 Benefits Enrollment Guide," incorporated herein by reference and on file and available for public inspection in the office of the Clerk of Commission, Room 204, City Hall, 301 College Avenue, Athens, Georgia and on file and available for public inspection in the office of the Human Resources Department, 375 Satula Ave., Athens, Georgia.

(f) The premiums to be paid for the programs of health insurance for those retirees, under age 65, subject to such insurance as described in paragraphs (c) and (d) hereof are set forth in the document entitled "The Unified Government of Athens-Clarke County FY19 Retiree Benefits Enrollment," incorporated herein by reference and on file and available for public inspection in the office of the Clerk of Commission, Room 204, City Hall, 301 College Avenue, Athens, Georgia and on file and

available for public inspection in the office of the Human Resources Department, 375 Satula Ave., Athens, Georgia.

(g) Pursuant to Athens-Clarke County Code Section 1-9-19(c) the government shall provide to retirees who are age 65 or older those health benefits as described in the "2018 Enrollment Guide: Enroll in Additional Medicare Coverage for 2018" and "Funding Guide to Reimbursement," and incorporated herein by reference. Such documents are on file and available for public inspection in the office of the Clerk of Commission, Room 204, City Hall, 301 College Avenue, Athens, Georgia and on file and available for public inspection in the office of the Human Resources Department, 375 Satula Ave., Athens, Georgia.

SECTION 17. The effective date of this ordinance shall be July 1, 2018.

SECTION 18. All Ordinances or parts of ordinances in conflict with this Ordinance are hereby repealed.

Adopted June 5, 2018 by Commission

Approved June 7, 2018 by Mayor

**GENERAL FUND**

**SUMMARY FY19 ANNUAL OPERATING AND CAPITAL BUDGET**
**FOR THE YEAR ENDING JUNE 30, 2019**
**COMMISSION APPROVED**

| | FY19 Operating Budget | FY19 Capital Current Services and Additions & Improv. Budget | FY19 Total Budget |
|---|---|---|---|
| **REVENUES:** | | | |
| PROPERTY TAXES | $59,926,533 | - | $59,926,533 |
| SALES TAX | $23,700,000 | - | $23,700,000 |
| OTHER TAXES | $22,328,889 | - | $22,328,889 |
| LICENSES & PERMITS | $1,759,454 | - | $1,759,454 |
| INTERGOVERNMENTAL REVENUES | $1,189,663 | - | $1,189,663 |
| CHARGES FOR SERVICES | $13,071,260 | - | $13,071,260 |
| FINES & FORFEITURES | $3,389,770 | - | $3,389,770 |
| OTHER REVENUES | $1,086,123 | - | $1,086,123 |
| TOTAL REVENUES | $126,451,692 | - | $126,451,692 |
| OTHER FINANCING SOURCES | $3,520,086 | - | $3,520,086 |
| PRIOR YEAR FUND BALANCE - OPER | $871,444 | - | $871,444 |
| PRIOR YEAR FUND BALANCE ONE-TIME | - | $3,451,600 | $3,451,600 |
| TOTAL REVENUES & OTHER SOURCES | $130,843,222 | $3,451,600 | $134,294,822 |
| **EXPENDITURES:** | | | |
| GENERAL GOVERNMENT | $25,269,414 | - | $25,269,414 |
| JUDICIAL | $28,230,295 | - | $28,230,295 |
| PUBLIC SAFETY | $40,665,626 | - | $40,665,626 |
| PUBLIC WORKS | $15,592,744 | - | $15,592,744 |
| CULTURAL AND RECREATION | $7,902,488 | - | $7,902,488 |
| HOUSING AND DEVELOPMENT | $3,175,557 | | $3,175,557 |
| INDEPENDENT AGENCIES | $5,497,269 | - | $5,497,269 |
| DEBT SERVICE | $1,052,561 | - | $1,052,561 |
| TOTAL EXPENDITURES | $127,385,954 | - | $127,385,954 |
| OTHER FINANCING USES | $3,457,268 | $3,451,600 | $6,908,868 |
| TOTAL EXPENDITURES & OTHER USES | $130,843,222 | $3,451,600 | $134,294,822 |

**ALL FUNDS**

**SUMMARY FY19 ANNUAL OPERATING AND CAPITAL BUDGET**
**FOR THE YEAR ENDING JUNE 30, 2019**
**COMMISSION APPROVED**

| | FY19 Operating Budget | FY19 Capital Current Services and Additions & Improv. Budget | FY19 Total Budget |
|---|---|---|---|
| **REVENUES:** | | | |
| PROPERTY TAXES | $59,926,533 | - | $59,926,533 |
| SALES TAX | $23,700,000 | - | $23,700,000 |
| OTHER TAXES | $25,728,889 | - | $25,728,889 |
| LICENSES & PERMITS | $2,759,454 | - | $2,759,454 |
| INTERGOVERNMENTAL REVENUES | $7,078,599 | - | $7,078,599 |
| CHARGES FOR SERVICES | $99,030,982 | $11,252,518 | $110,283,500 |
| FINES & FORFEITURES | $4,342,470 | - | $4,342,470 |
| OTHER REVENUES | $1,536,483 | - | $1,536,483 |
| TOTAL REVENUES | $224,103,410 | $11,252,518 | $235,355,928 |
| OTHER FINANCING SOURCES | $7,112,344 | $3,451,600 | $10,563,944 |
| PRIOR YEAR FUND BALANCE - OPER | $1,397,268 | - | $1,397,268 |
| PRIOR YEAR FUND BALANCE ONE-TIME | - | $3,904,200 | $3,904,200 |
| USE OF UNRESTRICTED NET POSITION | $1,756,403 | $22,753,682 | $24,510,085 |
| TOTAL REVENUES & OTHER SOURCES | $234,369,425 | $41,362,000 | $275,731,425 |
| LESS INTERFUND TRANSFERS | ($29,677,304) | ($3,451,600) | ($33,128,904) |
| TOTAL REVENUES | $204,692,121 | $37,910,400 | $242,602,521 |
| **EXPENDITURES:** | | | |
| GENERAL GOVERNMENT | $62,519,997 | $701,000 | $63,220,997 |
| JUDICIAL | $29,823,017 | $35,000 | $29,858,017 |
| PUBLIC SAFETY | $44,134,354 | $791,200 | $44,925,554 |
| PUBLIC WORKS | $55,880,990 | $36,261,200 | $92,142,190 |
| CULTURAL AND RECREATION | $7,902,488 | $102,000 | $8,004,488 |
| HOUSING AND DEVELOPMENT | $6,838,652 | $20,000 | $6,858,652 |
| INDEPENDENT AGENCIES | $8,437,409 | - | $8,437,409 |
| DEBT SERVICE | $11,415,633 | - | $11,415,633 |
| TOTAL EXPENDITURES | $226,952,540 | $37,910,400 | $264,862,940 |
| OTHER FINANCING USES | $6,979,096 | $3,451,600 | $10,430,696 |
| TOTAL EXPENDITURES & OTHER USES | $233,931,636 | $41,362,000 | $275,293,636 |
| LESS INTERFUND TRANSFERS | ($29,677,304) | ($3,451,600) | ($33,128,904) |
| TOTAL EXPENDITURES | $204,254,332 | $37,910,400 | $242,164,732 |
| DESIGNATED FOR FUTURE CAPITAL IMPROVEMENTS & DEBT SERVICE REQUIREMENTS | $437,789 | - | $437,789 |
| TOTAL EXPENDITURES & DESIGNATIONS | $204,692,121 | $37,910,400 | $242,602,521 |

## I. Executive Summary

- This Budget includes a General Fund Operating Budget of $130.8 million for FY19, $6.0 million or 4.8% above the FY18 Budget. The Operating Budget for All Funds totals $204.7 million. The Capital Budget for all funds is $37.9 million. In total, the Operating and Capital Budget for FY19, $242.6 million, is $7.2 million more than the FY18 Original Budget.

- The millage rate for FY19 (property tax year 2018) is recommended to be 13.95 mills, the same level as FY18. Comparable information on property taxes for surrounding counties and other similar communities in Georgia is included on page B-21 of this section. Athens-Clarke County residents continue to pay lower property taxes for local government services than most surrounding and similar communities in Georgia.

- General Fund Departments requested almost $3.3 million in FY19 for operating expenditures for new initiatives, new programming, additional positions and SPLOST operating budget impacts. The General Fund Budget includes roughly $670,000 for these additional expenses.

- The FY19 Budget includes seven (7) additional full-time authorized positions across all funds, bringing the authorized level of positions to 1,673. These include an E911 Dispatcher in the Police Department, a Landscape Groundskeeper in Central Services, a Transportation System Technician in Transportation and Public Works, a Safety & Training Coordinator in Transit, an Education & Outreach Coordinator in Transit, a Program Education Specialist for litter abatement in Solid Waste, and a Records Technician in Building Inspection in the Affordable Housing Fund.

- This Budget includes $3.9 million across all funds ($2.95 million of this total in General Fund) for employee pay adjustments, a $2.0 million increase over the FY18 Budget. This funding is intended to provide a 1% salary increase in July 2018, a one-time payment of $200 and full implementation of the pay study in January 2019.

- FY19 revenues for the Public Utilities Department reflect the planned rate increases included in the 2015 Public Utilities Service Delivery Plan approved by the Mayor and Commission on May 2, 2016. The FY19 budgeted revenues will continue to fund operations, fully fund all annual debt service expenses and meets all bond debt service coverage ratio requirements. The monthly impact on a water and sewer bill for an ACCUG residential customer equates to an increase of approximately $2.68 per month or a 3.8% increase. This rate is based on a winter average of 3,500 gallons per month (median winter average for a single-family residential customer) and an actual monthly water usage of 5,000 gallons, utilizing the proposed monthly service fees and base rate of $5.56/1000 gallons for water and $6.44/1,000 gallons for sewer. If the typical residential customer uses water only, the proposed increase equates to an increase of approximately $1.03 per month or a 2.9% increase.

## II. FY19 Mayor and Commission Strategic Commitments and Initiatives

Listed below are the Mayor and Commission's six Strategic Commitments. After each Strategic Commitment are the initiatives included or supported in the Budget. In addition, initiatives that are underlined came directly (or are related to) from the Mayor and Commission direction at their most recent annual retreat.

**Economic Prosperity**

- Conduct an Economic Development strategy and framework study
- Implement beautification and signage improvements on select corridors
- Continue to develop the Oconee and Upper Oconee River water trail network
- Develop a Commercial Airline incentives plan
- Implement selected strategies from the workforce housing needs assessment in conjunction with the GICH activities.
- Continue to work with the Revolving Loan Fund Committee in order to spend down the fund balance and support local businesses.
- Continue investment with AthensMade

**Safe and Prepared Community**

- Conduct an ACCPD employee morale study
- Implement the full year cost of the Police Residency Program
- Fund the Juvenile Court – Peer court program grant funding is expiring
- Fulfill the local government salary and equipment match for the new COPS grant program
- Increase staff at the E911 center by one position
- Begin to address several line items in the Police budget (i.e. overtime, wireless charges, camera storage, uniforms, and community outreach) to more accurately reflect the actual cost of these expenses.
- Continue to expand number of inmates participating in the Transition Center program within the Corrections Department.
- Fire Department to create a five year strategic plan
- Continuation of Corrections Officer position that had been previously grant funded by GDOT
- Various line item adjustments in the Fire Department to account for additional fuel, vehicle preventative maintenance and vehicle tire replacements based on current expense trends, as well as costs for emergency medical and hazmat training, standards & certifications.
- General fund support for the Victim Assistance programs in the Solicitor and DA's Offices due to declining 5% fine revenues.

**Transportation and Mobility**

- Conduct an Airport governance study
- Complete an Airport strategic operations plan
- Undertake a Streetlight Utility feasibility study
- Adds a Safety and Training Coordinator to the Transit Department to begin January 1st
- Adds a Transportation System Technician to T&PW (for the last three months of FY19)
- Complete and begin implementation of the Bike/Ped Master Plan
- Rehabilitate the primary airport runway and accounts for loss or revenue during the project

**Informed and Engaged Citizens**

- Create a quarterly citizen newsletter to be sent in conjunction with utility bills.
- Continue to set aside monies to participate in the National Citizen survey on a biannual basis.
- Funds for SPLOST 2020 planning process
- Complete the Diversity and Inclusion Task Force report.
- Departments offering lunch and learns, Facebook Live chats, and other outlets to meet with staff
- Act as lead partner in the implementation of Envision Athens

**Healthy, Livable, and Sustainable Athens-Clarke County**

- Funds to provide technical Assistance to complete the final GICH housing report

- Funds to work with community partners to further develop and study the concept for a large-scale housing redevelopment project
- Create a Special Revenue Fund to direct monies for Affordable Housing Programs
- Implement a part-time contract position for a Sustainability Energy Analyst
- Funds to maintain the recently acquired additional greenspace acreage
- Begin the Leisure Services Capital and Strategic Plan
- Complete the AMI meter installation
- Institute solid waste rate changes upon implementation of the rate study.

**Accountable and Responsive Government**

- Install a VOIP telephone system
- Provide $2.5 million across all Funds in pay adjustments to partially implement the compensation and pay study and meet prescribed obligations for Constitutional and Elected official pay increases
- Fund anticipated retiree health care and pension obligations
- Year 2 of 5 of funding to begin meeting the backlog and life cycle replacement schedule of the Fleet Replacement program
- Adequately fund medical expenses in the Jail per existing contract and to align with inmate medical expense trend data
- Implement CityWorks computerized maintenance management system in several departments
- Adequately fund additional elections that will likely occur in this fiscal year
- Central Services Greenway trail maintenance - fully funds FY18 partial year budget and includes one additional fulltime landscape groundskeeper position.
- Leisure Services Greenway management - fully funds FY18 partial year budget
- SPLOST impact funds for the Airport Commercial Terminal maintenance
- Examine options for a different retirement and hybrid pension programs
- Implement new Finance/Human Resources ERP software system to integrate these functions and streamline processes making such information more accessible across the organization.
- IT life-cycle replacement plan for end-user devices
- Facilities life-cycle replacement and repair plan for items such as roofs, HVAC, carpet, etc.

## III. Legal and Charter Requirements for the Annual Budget

There are a number of requirements under Georgia Law and the Unified Government's Charter that must be met as a part of preparing and adopting the Annual Budget. These requirements include:

- Budgets must be balanced so that projected expenditures do not exceed projected revenues and available fund balances.

- Budgets must be provided at least at the department level and be separated by fund.

- A separate Operating and Capital Budget must be submitted and adopted.

- The Mayor's Recommended Budget must be submitted to the Commission at least 60 days prior to beginning of the fiscal year.

- At the time the Recommended Budget is provided to the Commission, it shall be made available for public review.

- Public Hearings must be held to receive public input on the proposed budget at least one week prior to the budget being adopted.

- Public Hearings must be held to receive public input if the proposed budget includes an increase in the property tax as defined by the Taxpayer Bill of Rights (O.C.G.A. 48-5-32.1).

During the fiscal year, the Mayor and Commission may change the Budget as needed through the adoption of a budget ordinance identifying the change. Also, departments can transfer budget funds between line items within their department's budget to cover unanticipated expenses with approval of the Finance Director. However, the department's total budget or number of full-time authorized positions cannot increase without Mayor and Commission approval.

## IV. Annual Budget Development Process

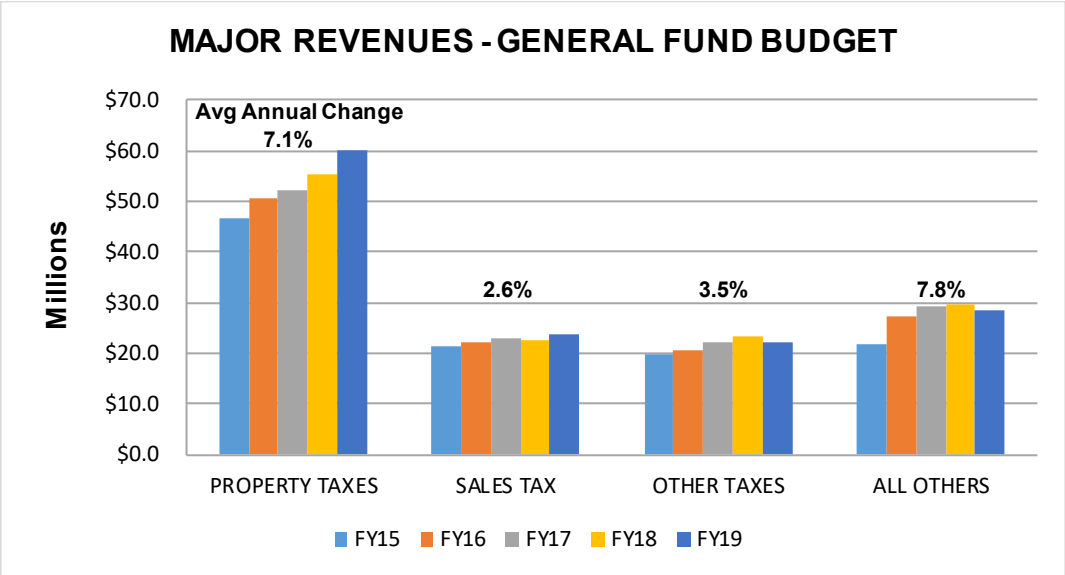
The Annual Operating and Capital Budget is the financial plan for raising revenues and expending funds for all Athens-Clarke County departments, offices and constitutional officials.

The process to develop the Annual Operating and Capital Budget begins about nine months prior to the beginning of the fiscal year. Departments and Constitutional Officials submit Operating and Capital Budget requests for review by the Manager and the Mayor. Prior to May 1 each year, the Mayor must submit a Recommended Budget to the Commission for review. The Commission will review the Mayor's Recommended Budget and make any adjustments they feel are necessary and adopt the budget in June. Major steps in the Annual Budget development process include:

| | |
|---|---|
| October – November | Mayor & Commission provide Budget goals and directions and Operating Budget directions sent to Departments & Offices |
| November | Departments Submit Capital Project requests and updates to the 5 year Capital Improvement Plan (CIP). |
| January | Departments Submit Operating Budget Requests. |
| February | Mayor and Commission review Independent Agencies Budget Requests. |
| February - March | Manager and Mayor meet with Department and Constitutional Officials to review Budget requests. |
| April | Mayor sends a Recommended Budget to Commission. |
| May | Commission reviews Mayor Recommended Budget. |
| June | Commission adopts budget for next fiscal year and establishes the property tax millage rate. |
| July | Budget for next fiscal year begins on July 1. |

## V. General Fund Revenues

A. General Fund Operating Revenue is projected to be $130.0 million in FY19, approximately $6.5 million or 5.2% more than the FY18 Budget.




1. Property Taxes - Total General Fund Property Taxes are projected to be $59.9 million, approximately $4.1 million more than originally estimated for FY18. The budget estimate for property taxes is based on the current millage rate of 13.95 mills. Based on current estimates from the Board of Tax Assessors and the Tax Commissioner, the 2018 net Tax Digest is $4.0 billion, a net increase approximately 5.5% over the 2017 Tax Digest. Property tax revenues include real property, motor vehicle (prior to March 2013), TAVT (motor vehicle after March 2013), real estate transfer and intangible recording taxes.

   a. The property tax revenue estimates included in this Budget are based on a collection rate of 99%, similar to collection rates in previous years.

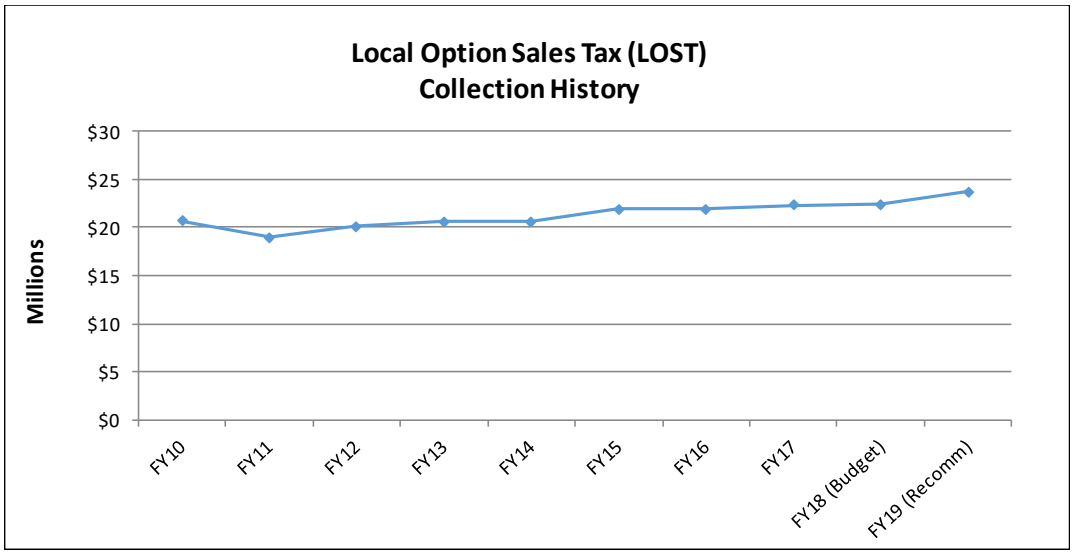
   b. Delinquent Tax Collections are estimated to be $400,000, slightly less than past years.

   c. Based on current local share percentages, ACCGOV's Title Ad Valorem Tax (TAVT) is estimated to be $3.4 million, up $550,000 over the FY18 Budget. However, property tax revenues from motor vehicles still on the tax digest are estimated to continue to decline to $384,000 in FY19; about $156,000 less than FY18's Budget.

   d. Real estate Transfer and Intangible Recording Taxes are estimated to generate $1.2 million, a $145,000 increase.

2. Local Option Sales Taxes (LOST)

   a. An estimate of $23.7 million is included for FY19, a $1.3 million increase over the FY18 Original Budget. LOST revenues over the past twelve months (through February) are $23.2 million, a 6% increase over the previous twelve month period.




3. Other Taxes – Other Taxes are projected to be $22.3 million in FY19, approximately $300,000 less compared to the FY18 Budget. This estimate reflects current trends in revenues for franchise fees, business taxes, and alcohol and rental car excise taxes.

   a. Franchise Fees on electricity, gas, telephone and cable services are estimated to be $7.8 million in FY19 based on current trends, a decline of $1.2 million. The annual franchise fee from ACCGOV's largest payer (Georgia Power) has gradually declined from $5,784,354 in FY15 to $5,223,140 in FY18. Other Franchise Fees received from the EMC's, cable, and natural gas providers are estimated to generate approximately $2.6 million, similar to past years.

   b. The Insurance Premium Tax is now the largest Other Tax and is estimated to generate $8.2 million based on current trends, a $700,000 increase. This tax is based on the value of insurance sold in the county, and is collected by the state and remitted annually to ACCGOV each October.

   c. Excise tax revenues are estimated to decrease $13,000 to $3.2 million in FY19. Excise taxes on beer, wine, and liquor are estimated to generate $2.4 million, about $60,000 less than FY18. The excise tax on mixed drinks and rental motor vehicles are anticipated to generate $640,000 and $190,000 respectively in FY19.

   d. Based on current trends, revenues from annual Occupation Tax Certificates or Business Licenses are estimated to be $1.9 million in FY19, slightly higher than was budgeted for in FY18.

4. Licenses and Permits – Based on current fees and rates, revenues from alcohol licenses and permits are expected to generate $1.8 million in FY19, similar to the FY18 Budget.

5. Intergovernmental Revenues - Total Intergovernmental Revenue to the General Fund is projected to be $1.2 million in FY19, an increase of $200,000 over FY18.

   a. This includes approximately $1.1 million from the State Department of Corrections to house state inmates (based on the current $20/day reimbursement rate), an increase of $334,000 over FY18. $180,300 of the increase is for housing 26 additional state inmates at the ACCGOV Diversion Center for a transitional housing program.

   b. State monies of $42,000 to partially fund the Juvenile Court judges.

   c. In FY18, the General Fund budget included an estimate of $120,000 for Payment In Lieu Of Taxes (PILOT) revenues from the Athens Housing Authority. Beginning in FY19, this revenue will go into a new special revenue fund dedicated to affordable housing.

6. Charges for Services – This budget includes an estimate of $13.1 million in FY19 for Charges for Services, similar to FY18.

   a. Downtown parking fee revenues, as managed by the Athens Downtown Development Authority (ADDA), are anticipated to generate $3.1 million in FY19, $200,000 less than originally estimated in FY18 (this amount does not include an estimated $950,000 from parking fine revenue in the downtown area). The estimated decline of $200,000 is due to downtown streetscape/infrastructure construction and the anticipated sale of the Strong Street surface lot. The ADDA managed parking program includes the revenue from the operations of the Washington Street Building, the College Avenue Parking Deck, on-street metered parking spaces, and parking lots (note: 20% of the net revenue goes back to ADDA per contract).

   b. Based on the current cost allocation plan, total overhead charges for services provided by the General Fund to Enterprise Funds will be $2.5 million.

   c. Revenue from collection of taxes on behalf of other governmental entities by the Tax Commissioner's Office is estimated to be $1.9 million in FY19.

   d. Based on current plan of programing and current fees, Leisure Services is estimated to generate $1.1 million in FY19, just slightly more than FY18 budget.

   e. The FY18 Budget for Probation fees is $300,000 or roughly $200,000 less than the FY18 Budget, reflecting a continued decline in the actual revenues over the last several years. In addition, the Budget includes $236,000 in revenue from the in-house drug-testing program, a slight increase over FY18 and $190,000 in supervision fees for the pre-trial programs in State and Municipal Courts, similar to FY18.

   f. Fees and recording costs in FY19 for Superior Court ($545,000), Magistrate Court ($380,000) and Probate Court ($153,000) are all up based on actual revenue trends over the last three years.

   g. Resident fees from the Diversion Center are anticipated to generate $295,000 in FY19 based on a Commission approved increase in State inmates participating in the Transitional Center (from 14 to 40).

   h. Sheriff's Fees in FY19 are estimated to be similar to previous years at $235,000 and reflect the revenue collected under Georgia law and added revenue collected for housing inmates that have not been transferred to the State Correctional System.

i. Similar to FY18, this budget includes "host fee" revenue estimated at $215,000 from the Landfill Fund to compensate ACCGOV for the impact of serving as the location of the landfill site. Oglethorpe County receives this fee when landfill operations are located in their jurisdiction.

7. Fines & Forfeitures - Total revenues from fines are estimated to be $3.4 million in FY19, an increase of $370,000 from the FY18 Budget.

   a. Revenue from the Municipal Court is projected to generate roughly $2.0 million in FY19, similar to FY18 Budget. While fine revenues from the Superior, State, Magistrate, and Juvenile Courts are anticipated to generate $400,000 in total, similar to the FY18 Budget.

   b. Parking fines in the downtown district are projected to be $950,000 during FY19. This includes a $10 increase to parking fines which is expected to increase revenues by $375,000.

8. Interest Revenues – For FY19, interest revenues are projected to generate $450,000 based on current short-term interest rates, an increase of $200,000 over the FY18 original budget.

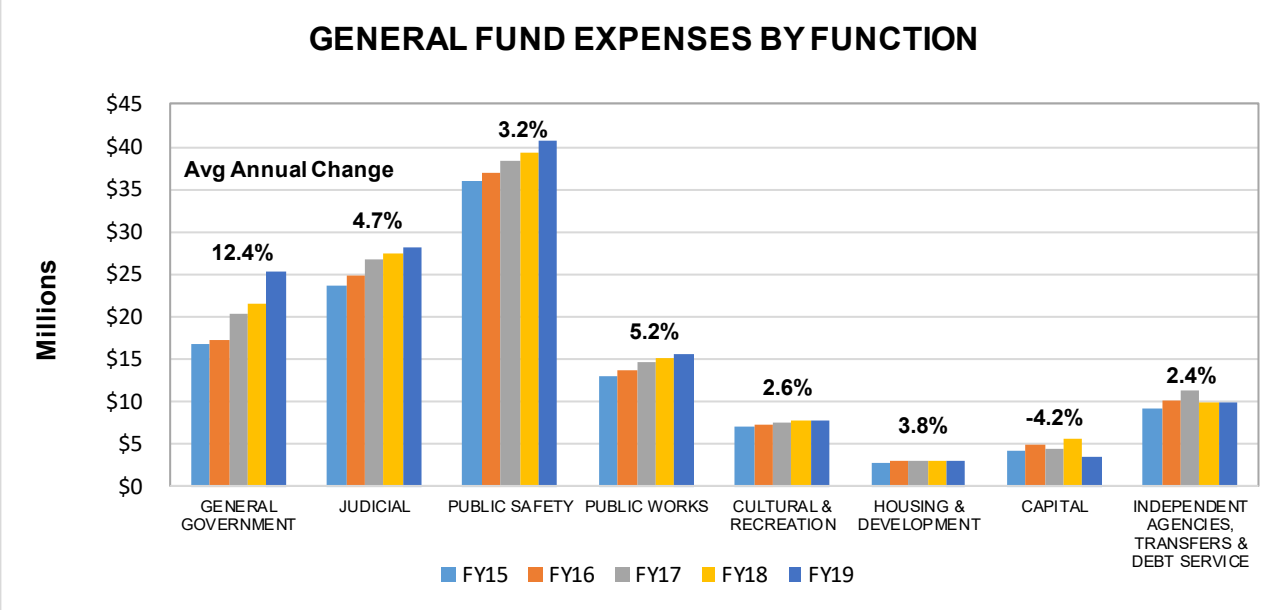
9. Other Financing Sources – The budget includes $31,000 collected by the Sheriff's Department for reporting information to the Social Security Administration during the year. The FY19 Budget includes a transfer of $190,000 from the hotel/motel tax fund for ongoing operating support, the same as FY18.

   Also, the FY19 Budget reflects transfers in of $3.3 million from Enterprise and Internal Service Funds to fund the annual cost for pension and other post-retirement benefits (OPEB) expenses of those funds. This transfer in does not increase the net cost or benefit to the General Fund, it only shifts where these expense and liabilities are recorded.

10. Use of Fund Balance for Operations – The use of "one time" funding to support the operating budget is not consistent with the Fiscal Policies and is not sustainable for the long term. For FY19, this budget includes the use of $871,400 of fund balance to help fund the full implementation of the pay study. The FY18 Budget included the use of $850,000 for on-going operating and $500,000 for one-time operating, totaling $1.35 million.

## VI. General Fund Expenditures

A. General Fund operating expenditures and operating transfers out to maintain current service levels is $130.2 million in the FY19 Budget. New initiatives, new programs and operating increases for new SPLOST facilities add $671,000 for a total of $130.8 million, approximately $6.0 million or 4.8% more than the FY18 Operating Budget.




B. Maintaining Current Services - Departments and Offices were asked to develop budgets to deliver current services within a "Target Budget" amount – which in FY19 was equal to the FY18 Budget (not including salary and benefits). Ten departments submitted budget requests over target totaling roughly $1.3 million with the remaining twenty-six departments submitting requests at or below the target. This Budget proposes approximately $650,000 in increases over target to maintain current services. These increases include:

1. Sheriff ($300,000) – fund contracted increases for inmate medical costs.

2. Fire Department ($75,000) – to fund additional fuel, vehicle preventative maintenance and vehicle tire replacements based on current expense trends, as well as costs for emergency medical and hazmat training, standards & certifications.

3. Police ($41,500) – funding for data storage costs (on officer cameras), uniforms and community relations activities.

4. Board of Elections ($40,000) – additional election in FY19 compared to FY18

Also, to maintain current services, some items were partially funded in prior years, and require additional general fund support or have planned increases for FY19. These include:

5. Fleet Replacement Contributions ($258,000) – FY19 is the second of a five year plan to increase annual funding to the Fleet Replacement Fund to gradually bring the annual amount to full funding.

6. Police COPS Grant match ($114,600) – provide the second year of matching funds for the 12 additional grant positions approved by the Mayor and Commission September 5, 2017.

7. Police ($100,000) – full year funding of the current monthly residency allowance approved for the last six months of FY18 (this amount doesn't include the recommended increase to the monthly amount).

8. Corrections ($52,000) – funds a current Correctional Officer position previously funded through a state grant program which has now ended.

9. Police/E-911 ($25,000) – increase General Fund support for the E911 Special Revenue Fund.

10. Solicitor/DA ($21,000) – General fund support for the Victim Assistance programs in the Solicitor and DA's Offices due to declining 5% fine revenues.

11. District Attorney ($21,800) - software maintenance fees related to the new paperless file system.

The following programs and initiatives were funded in FY18 Budget and are continued in the FY19 Budget:

12. Envision Athens support ($75,000) – ACCGOV's second year funding commitment for implementation of the Envision Athens program.

13. Youth Build Program ($100,000) – second year of funding for the Youth Build Program.

C. Reductions: There are also two reductions reflected in the budget that will not affect current services: $65,000 in Information Technology due to lower negotiated software maintenance agreements; $50,750 in Planning for GIS related expenses now housed (or not needed) due to the new Geographic Information Services Office created in FY18.

D. Increases for New Initiatives, Additional Positions and SPLOST Impacts - General Fund Departments requested almost $3.3 million in FY19 for operating expenditures for new initiatives, new programming, additional positions and SPLOST operating budget impacts. The General Fund Budget includes $500,000 for these programs.

1. New Initiatives and Programs:

a. Increase Police Residency Program allowance ($150,000) – increase the monthly residency allowance to sworn police officers who live within the county from $200 to $300. The current Police Residency Program was initially funded in the FY18 Budget and began in January 2018.

b. Energy Analysis Contract Services ($30,000) – funds in the Sustainability Office to review and analyze energy data and usage within the government to improve energy conservation and begin development of a comprehensive energy management program.

c. Additional and Increased Salary Supplements ($30,000) - The Mayor's Recommended Budget includes the addition of a $5,000 salary supplement for each of the following elected positions: Tax Commissioner, Clerk of Courts, Sheriff, and Solicitor General. These positions have not received local salary supplements in the past. The budget also includes a $5,000 increase to the salary supplements of the Probate Court Judge (from $14,200 to $19,200) and the District Attorney (from $8,000 to $13,000).

Base salaries for these elected positions are set by the state but paid by local governments, with exception to the District Attorney whose base salary is paid by the state. The cost of local supplements is paid entirely by the local government.

d. Magistrate Court ($25,000) – addition of a part-time Garnishment Clerk needed for increased workload resulting from a change in State law.

e. Leisure Services ($25,000) – additional funding for expanded summer time activities/events program for youth in 2019

f. Juvenile Court – Peer Court ($20,000) - continue funding for the Juvenile Court Peer Court Program which began with grant funding in 2012. The Juvenile Court has requested that this program continue because of the reduction in recidivism rates since the program began.

g. Employee Events ($17,000) – restore annual employee spring event eliminated in FY09.

h. Fire ($17,000) - develop a Five-year strategic plan for fire services.

i. Manager's Office/Public Information ($7,500) – develop a quarterly community newsletter to be included as an insert in water bills.

2. Additional Positions:

   a. Police E-911 Communications Officer ($26,000) – half year funding for an additional Communications Officer in the E911 center.

   b. Transportation and Public Works Transportation System Technician ($17,000) – funding beginning in the last three months of the fiscal year for a position to address the growing maintenance and support needed for the Intelligent Transportation Systems (ITS) currently deployed throughout the county.

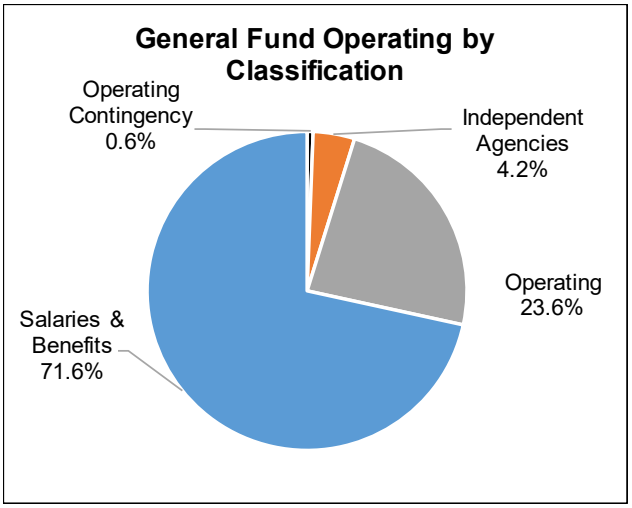
   c. Landscape Groundskeeper in Central Services for Greenway Maintenance ($22,500) – half year funding of a Landscape Groundskeeper for Greenway Maintenance to support SPLOST funded Greenway expansion.

3. SPLOST Impacts: The FY19 Budget includes funding of $172,900 in additional operating support for SPLOST projects. This includes one full-time position noted above in Central Services for Greenway Maintenance and fully funding partial year budget from FY18 in Leisure Services and Central Services for maintenance and support of the expanded Greenway. Also, this budget includes $20,000 for additional maintenance support for the new and expanded Airport Commercial Terminal and $5,000 in the Office of Sustainability for Greenspace maintenance.

4. General Fund Expenditures by Classification – As noted above, General Fund Operating expenditures including new initiatives and programs, additional positions, SPLOST impacts and operating transfers out are estimated to be $130.8 million in FY19.

a. Salaries and Benefits are projected to be $93.6 million or 71.5% of the total General Fund Operating Budget.

b. Operating Expenditures, including transfers out and debt service, for FY19 will be $30.9 million. These expenditures represent 23.6% of the total General Fund Operating Budget.




c. Independent Agencies have been allocated $5.5 million or 4.2% of the total General Fund Operating Budget. Additional information about the funding for Independent Agencies is provided in Section F of this document. Included in this total is $1,707,144 for indigent defense services provided through a contract with the Circuit Public Defender's Office.

d. An Operating Contingency appropriation of $800,000 is included to provide for unanticipated expenditures in FY19, $100,000 less than FY18 Budget. The amount is less than 1% of the total General Fund Budget.

## VII. Changes to Employee Compensation for FY19

The FY19 Budget includes $2.95 million in the General Fund ($3.9 million across all funds) for pay adjustments, which will include several pieces. For FY19, employees will receive a 1% pay increase ($800,000) and a one-time payment of $200 ($334,000). An additional $2.8 million is included to fully implement the pay study recommendations in January 2019. The specific impact on employee pay in FY19 will not be known until the pay study is complete and the implementation plan recommendations are finalized.

## VIII. Employee and Retiree Benefits for FY19

A. Employee Health: In FY19, funding to the Employee Health Insurance Fund for active employees allows continuation of the three existing health plans (Conventional POS, Consumer Healthy Solutions (CHS) Select with HSA and CHS Value with HSA). The FY19 Budget maintains the employer contribution at its current level of $10.7 million across all funds. The FY19 Budget anticipates contributions from employees of $5.2 million, an increase of roughly $600,000 over the current level. Individual increases in employee premiums will depend on the health plan type and level of coverage selected by the employee.

B. Retiree Health: In order to maintain current benefits, funding for retiree health insurance and life insurance (Other Post-Employment Benefits – OPEB), will increase $900,000 ($650,000 from the General Fund) to $4.7 million in FY19. This maintains the current funding level ($195/month) to the Health Reimbursement Arrangement (HRA) accounts for retirees 65 and older; fund "doughnut hole" coverage for Post-65 retirees and pay for Pre-65 BCBS claims and administration expenses. Currently, 213 retirees are Pre-65 and 390 are Post-65. Funding for the estimated $5.8 million in expenses in FY19 will come from a current year contribution of $4.7 million noted above, along with $1.1 million of funds currently held within the OPEB Trust Fund.

C. Pension Program: Based on initial actuarial estimates and current benefits, ACCGOV's total contribution to the Pension program for FY19 is estimated to be $11.3 million. This contribution will come from $10.5 million in current contributions, which is $900,000 more than FY18, and $800,000 from accumulated credits in the Pension program. There is a plan to spend down the accumulated credits through 2021, when the annual required contribution amount will level off as the amortized cost of prior plan changes end. At that point, the ACCGOV annual contribution should be consistent going forward, all things being equal with market performance, plan design and actuarial valuations. The $11.3 million also includes an increase of $25 to the monthly payments for current retirees at a cost of approximately $300,000 ($220,000 to the General Fund).

## IX. Additional Positions and Other Personnel Changes

The FY19 Budget includes a total of seven additional full-time positions across all funds, bringing the authorized level of positions to 1,673.

In the General Fund these include: a Landscape Groundskeeper in Central Services for Greenway Maintenance, and Transportation System Technician in Transportation and Public Works.

Outside the General Fund these include: an additional E-911 Dispatcher in the E-911 Special Revenue Fund (funded with General Fund support), a Safety & Training Coordinator and an Education & Outreach Coordinator in the Transit Enterprise Fund, a Program Education Specialist in the Landfill Fund, and a Records Technician in Community Protection (funded from the Affordable Housing Fund).

## X. Enterprise Funds

A. Airport

1. Total revenue estimated by the Department for FY19 is $2.5 million. Gross sales from fuel will generate revenues of $1.9 million, down roughly $200,000 compared to FY18. Fuel sales are budgeted lower in FY19 due to the temporary closer anticipated (two months) of Runway 9/27 for rehabilitation work. Rents and other operating revenues are estimated to generate $500,000 in FY19, similar to FY18. For FY19, the General Fund will provide a subsidy of $105,800, the same as FY18. Operating expenses for the Airport will total about $2.8 million, $1.4 million for the purchase of fuel and $1.4 million for operating expenses, including depreciation.

2. No significant changes in Airport services are planned for FY19. One time funding of $41,000 is included in the Airport Enterprise Fund to study governance issues related to roles and responsibilities of the Airport Authority and ACCGOV.

B. Transit

1. Total Revenue of $5.5 million is projected for FY19, an increase of $273,000 from FY18 Budget. Federal funding is estimated to be $2.6 million for FY19 based on the current grant contract, an increase of $464,000 above FY18 Budget amount. Fare box revenue ($650,000) and the contribution from UGA ($527,700) will provide $1.2 million. UGA Fare box revenue will decline in FY19 by $76,300, from $604,000 to $527,700, based on the current contract for ridership and grant revenue sharing. The FY19 Budget includes a General Fund contribution to the Transit Enterprise Fund of $1.7 million, the same amount as in FY18. The FY19 Budget plans the use of $1.1 million of available unrestricted fund balance in the Transit Fund.

2. The FY19 Budget does not anticipate changes to existing bus services or routes. Expenses (less depreciation) for the Transit Enterprise Fund are expected to be approximately $6.7 million, an increase of $207,000 above FY18. The FY19 Budget includes the addition of a full-time Transit

Safety & Training Coordinator position beginning in the last six months of FY19 and a full-time Education & Outreach Coordinator position for the last nine months of FY19.

C. Landfill

1. Revenue for the Landfill Enterprise Fund is projected to be $3.8 million, an increase of $250,000 over the FY18 Budget. This revenue is based on the current $42/ton tipping fee and current waste flow trends. The FY19 revenue estimate includes $190,000 from the Waste Minimization Fee, the same as FY18. Operating expenses, including depreciation for the Landfill Fund in FY19 are projected to be $3.9 million.

2. The budget includes the addition of a full-time Program Education Specialist for litter abatement for the last six months of FY19.

D. Solid Waste

1. In FY19, Solid Waste revenues from residential and commercial services, based on current rates and revenue trends, are expected to generate $3.5 million, similar to FY18. Estimated operating expenses, including depreciation, for FY19 are $3.7 million, slightly more than FY18.

2. No significant changes to Solid Waste collection services are proposed in this Budget.

E. Water and Sewer

1. Based on estimates from the department, Water and Sewer operating revenues for FY19 will total $54.2 million, roughly 3% more than the FY18 Budget. These revenue estimates reflect six-year planned rate increases (through FY22) accepted by the Mayor and Commission in May 2016 and outlined in the Financial Element of the Public Utilities Department Service Delivery Plan. The budgeted revenues will continue to fund operations, annual debt service expenses, partially fund capital and meets all bond debt service coverage ratio requirements.

2. The monthly impact on a water and sewer bill for an ACCGOV residential customer equates to an increase of approximately $1.91 per month. This rate is based on a winter average of 3,500 gallons per month (median winter average for a single family residential customer) and an actual monthly water usage of 5,000 gallons, utilizing the proposed base rate of $5.40/1000 gallons for water and $6.13/1,000 gallons for sewer. If the typical residential customer uses water only, the proposed increase equates to an increase of approximately $0.68 per month.

3. The adjusted fees for water and sewer services will become effective on July 1, 2018.

4. The FY19 Operating Budget including debt service is estimated to be $44.7 million, a slight increase over the FY18 Budget.

F. Storm Water Utility

1. For FY19 total revenue for this utility will be approximately $4.2 million, based on current rates and revenue trends. Proceeds from this fee will fund operating expenses of $4.2 million along with capital improvements to the storm water system.

2. No significant changes to Storm Water services are proposed in this Budget.

## XI. Special Revenue Funds

A. Hotel-Motel Special Revenue Fund

1. Receipts from this $0.07 tax are estimated to be $3.4 million in FY19, an increase over the FY18 Budget of $300,000.

2. The FY19 Budget appropriates $0.06 of the $0.07 estimated tax collections to fund the Classic Center ($1,845,860) and the Convention & Visitors Bureau ($1,068,280). Similar to FY18, the Classic Center and CVB will receive allocations of actual tax collections, up to the budgeted amounts for each, but no less than the state required minimum funding levels.

   The remaining $0.01 of the tax collected in FY19 ($486,200) plus $135,000 of available fund balance will be used as follows:

| | | |
|---|---|---|
| Community Events Programs with ADDA | | $60,000 |
| Mayor's Community Improvement Program | | 20,000 |
| Tourism Improvement Activities* | | 60,000 |
| Athens Heritage Foundation Insurance of Lyndon House Exhibits | | 1,200 |
| Economic Development Department-Operating | | 115,000 |
| Economic Development Study | | 145,000 |
| Community Events Programs-Capital | | 30,000 |
| Transfer to General Fund – Ongoing | | 190,000 |
| | Total | $621,500 |

   (* $20,000 available for a community fireworks show and $20,000 each for two community festivals/events)

B. Community Development Block Grant (CDBG) Special Revenue Fund

1. The U.S. Department of Housing and Urban Development (HUD) estimated appropriation for the CDBG program for FY19 is $1,187,911, which is $44,592 less than FY18.

2. Based on the 2018 Action Plan (as approved by the Mayor and Commission on April 3, 2018) CDBG funds will be expended as follows:

| | | |
|---|---|---|
| Affordable Housing | | $565,000 |
| Economic Development and Neighborhood Revitalization | | 185,000 |
| Public Facilities and Improvements | | 45,329 |
| Public Services | | 155,000 |
| Administration | | 237,582 |
| | Total | $1,187,911 |

C. HOME Special Revenue Fund

1. The HUD appropriation for the HOME program for FY19 is $401,105, a slight increase over FY18.

2. Based on the action plan, approved by the Mayor and Commission on April 3, 2018, FY19 HOME funds will be used for the following activities:

| | | |
|---|---|---|
| Affordable Housing Construction | | $360,994 |
| Administration | | 40,111 |
| | Total | $401,105 |

D. Building Inspection Special Revenue Fund

1. The FY19 Budget estimates $1.0 million of revenue, slightly more than FY18. The FY19 Budget anticipates no General Fund support. Revenues are sufficient to cover anticipated expenditures of $982,000.

2. No changes in fees or services are anticipated with this budget recommendation.

E. Grants Special Revenue Fund

1. Total ongoing operating grants are projected to be approximately $911,200 in FY19, similar in total to FY18.

2. The Drug Task Force Grant is a Georgia Criminal Justice Coordinating Council grant that funds $140,000 of the operating expenses for the Police Department's Drug Task Force Unit. In addition, the Police Department's General Fund budget includes $589,400 for Drug Task Force operations in FY19.

3. This fund also includes two transportation/transit planning grants that are managed by the Planning and Transit departments and are estimated at $505,800 of federal funding. The Federal government provides 80% and the remaining 20% is locally funded for the larger Planning grant. This grant provides funding for the regional transportation planning group (MACORTS). For FY19, the General Fund match portion is estimated to be up to $53,000. The other governments participating in MACORTS will also provide a similar local match. A second grant that provides Transit planning will require a 10% local grant match of $9,000 for FY19.

4. Police COPS Grant match - the Mayor and Commission accepted a federal grant from the Department of Justice in September 2017 that funds twelve additional police officers. The required local match for the second year of that grant ($114,600) is included in the Police Department's budget within the Grants Fund.

F. Corrections and Sheriff's Inmate Special Revenue Funds

The revenues from these funds are primarily generated from commissary concessions at the Correctional Institution and Jail. This revenue is then used for the support of the inmates. During FY19, the Corrections Fund is budgeted to spend $50,000 and the Sheriff's Inmate Fund about $70,000.

G. Special Programs Special Revenue Fund

The Special Programs Fund tracks revenues and expenditures of programs and activities that are accounted for separately due to legal restrictions or management direction. The FY19 Budget includes the following programs:

1. Victim Assistance Program – State law allows a 5% addition to certain fines to provide resources used to support victim assistance services. For FY19, this revenue source will generate

approximately $97,700, based on current trends, a slight decrease from the FY18 Budget. Consistent with State law, these monies will be used to fund: 1) three full-time positions, two in the District Attorney's Office and one in the Solicitor-General's office; 2) a salary supplement for a state paid position in the District Attorney's Office; 3) translation services for victims requesting temporary protective orders in Superior Court; and 4) $26,000 for Project Safe. Due to declining fine revenue, the FY19 Budget includes a General Fund transfer of $106,000 to maintain these programs at the current level.

2. Law Library – The Superior Court authorizes the fee of $5.00/case collected as part of certain fines. For FY19, total revenue is estimated to be $130,000, sufficient to cover estimated expense of the Law Library of $122,200 in FY19.

3. Police Training Initiative – Similar to past years, $40,700 has been set aside from the General Fund to improve and enhance Police Department training programs.

4. Superior Court Felony Drug Court – This program has estimated expenditures of $187,600 in FY19. Funding for the program will come from participant fees and the Drug, Alcohol Treatment, and Education (DATE) fine revenue.

5. State Court DUI/Drug Court – This program has estimated expenditures of $263,100 in FY19. The program is supported by participant fees and fine revenues from the Drug, Alcohol Treatment and Education (DATE) fine surcharge.

6. Police – Red Light Camera Program and School Bus Stop Arm Violation Program – This budget estimates revenue of $520,000 from fines at the two red light camera locations in Athens-Clarke County. Annual expenditures for this program, $312,200, includes one position, the operating and maintenance costs for the two current red light camera locations, and operating and IT cost for support of Police mobile laptops. The FY19 Budget also includes revenues and expenditures of $100,000 for the School Bus Stop Arm Violation program in collaboration with the Clarke County School District.

7. District Attorney – The FY19 Budget reflects continuation of the current agreement between ACCUG and Oconee County to place eleven positions in the District Attorney's Oconee office on ACCUG's payroll system. These positions will be reimbursed 100% from Oconee County and will only continue as funding is available.

8. Human Resources – The FY19 Budget includes $25,000 from the General Fund for continuation of the Employee Tuition Reimbursement Program initiated in FY16.

9. Manager's Office – The FY19 Budget includes $8,000 for ongoing funding for the National Citizens Survey.

H. Supportive Housing Grant Fund

This fund was established to account for a U.S. Department of Housing and Urban Development grant program to provide services to the homeless population. The FY19 Supportive Housing Grant allocation is estimated to be $323,000.

I. Public Facilities Authority Fund

In FY19, the General Fund will contribute $516,200 for the repayment of debt issued in FY11 for a 10-year term for the Jail Advance Housing Facility.

J. Emergency Telephone System (E911) Special Revenue Fund

The FY19 Budget will receive a transfer of $675,900 (an increase of $50,900 over FY18) from the General Fund to provide sufficient funding for the operating expenditures of the Central Communications Division of the Police Department. Revenue from 911 fees in FY19 is estimated to be $1.8 million, similar to FY18. Expenditures for the Central Communications Division are included in the Budget at $2.9 million and includes half year funding for an additional E911 Dispatcher position. The difference between the revenues and transfer from the General Fund and the projected expenditures, $421,300, will be funded with the balance in the E911 fund available from prior years' operations.

K. Affordable Housing Special Revenue Fund

The FY19 Budget establishes the Affordable Housing Special Revenue Fund. This budget shifts the annual Payment in Lieu of Taxes (PILOT) received from the Athens Housing Authority from the General Fund to this new fund for dedicated programs related to affordable housing. This annual revenue, estimated at $135,000 in FY19, will be used to fund a study to review redevelopment options the housing community ($30,000), a full-time Records Technician position (9 months, $39,000), and other programs as directed by the Mayor and Commission.

## XII. Internal Service Funds

Internal Service Funds support operating departments. These services are copier, postage, printing, fleet maintenance, fleet replacement, and self-funded insurance programs. Revenues for Internal Service Funds are generated by allocating costs to operating departments for such services. The funding for these allocated costs is included in the departments' operating budget as indirect expenses. Revenues generated for each Internal Service Fund are designed to offset annual operating expenses rather than to accrue income.

A. The total operating and capital expense budget for the Internal Service Funds in FY19 will be approximately $26.7 million. This amount is 4.6% higher than the FY18 Budget.

## XIII. Use of FY17 Fund Balance in the FY19 Budget

At the end of FY17, a total of $4.2 million of Fund Balance was available for appropriation in the General Fund and $1.8 million in the Capital Project Reserve. The FY19 Budget proposes to budget these fund balances as follows:

| | |
|---|---|
| Fund Balance available at end of FY17 | $ 4.200 million |
| To maintain Operating Reserve at one month (or $10.9 million) | (0.450) |
| General Fund FY19 Operating Budget | (0.871) |
| Contribution to FY19 Capital Projects | (2.879) |
| Available Fund Balance | $ 0.000 |
| Fund Balance - Capital Project Reserve | $ 1.782 million |
| Contribution from Reserve to FY19 Capital Projects | (0.573) |
| Available Balance – Capital Project Reserve | $ 1.209 million |

## XIV. Summary of FY19 Capital Budget and CIP

In the General Capital Projects Fund, a total of $3.6 million is included for capital projects in FY19. Current Services (CS) projects for FY19 total $3.0 million. FY19 Additions & Improvement (A&I) projects total $684,200. Over the 5 year CIP period, a total of $44.4 million has been included. Government-wide, a total of $37.9 million has been included for capital projects in FY19.

More detailed information on the Capital Budget and CIP can be found in Section D of this document.

A. Major FY19 Capital Projects:

General Fund Projects:

1. Central Services - Facilities Life Cycle Maintenance Program (D-20) The FY19 funding amount is $1,700,000. This project provides resources to maintain the components of the buildings used for governmental services.

2. Information Technology - $290,000 is appropriated to replace equipment and software throughout the government based on the Strategic Automation Plan. See project on D-42 for more information.

3. Police Department - $201,000 is included to fund 6 new vehicles and $126,200 to equip the 12 additional COPS grant funded positions authorized in FY18 (D-70 and D-71)

Projects in Other Funds:

4. Public Utilities - The Water and Sewer Fund Capital Budget for FY19 includes $14,000,000 to rehabilitate and replace sewer lines (D-86), $5,400,000 for ongoing equipment and facilities replacement program (D-88), $3,000,000 to Improve Water Supply Reliability (D-92), $2,500,000 to Rehabilitate and Replace Water Lines (D-89), and $1,350,000 to Manage and Reuse Residual Solids (D-91).

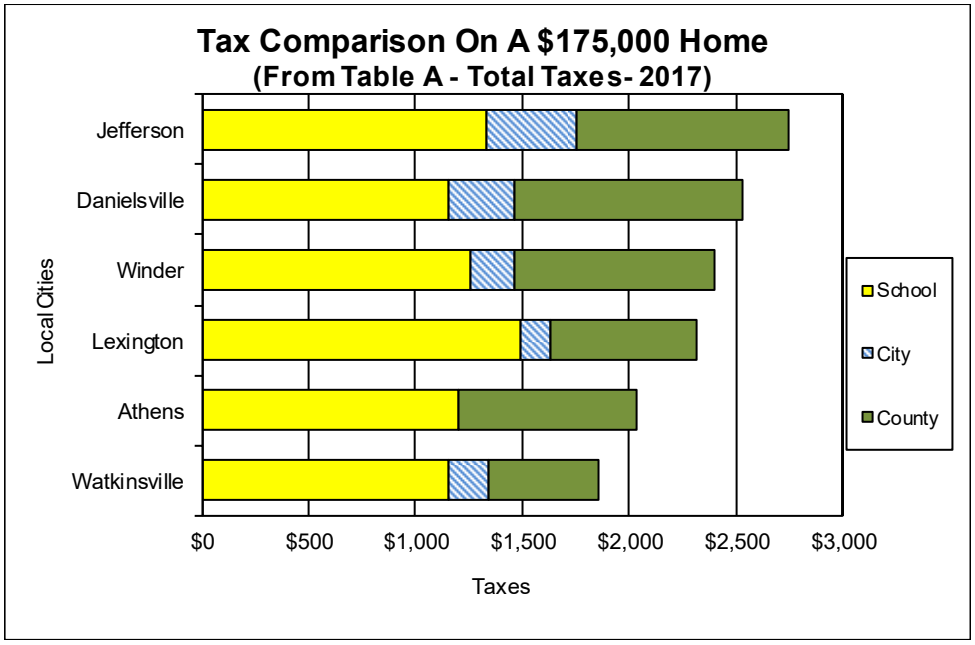
5. Solid Waste - The Solid Waste Enterprise Fund Budget for FY19 includes $540,000 for Automated Refuse/Recycling trucks (D-113).

6. Fleet Replacement - $2,790,800 is included in the FY19 Capital Budget to work towards fully funding the replacements costs of vehicles. See D-37 for more information.

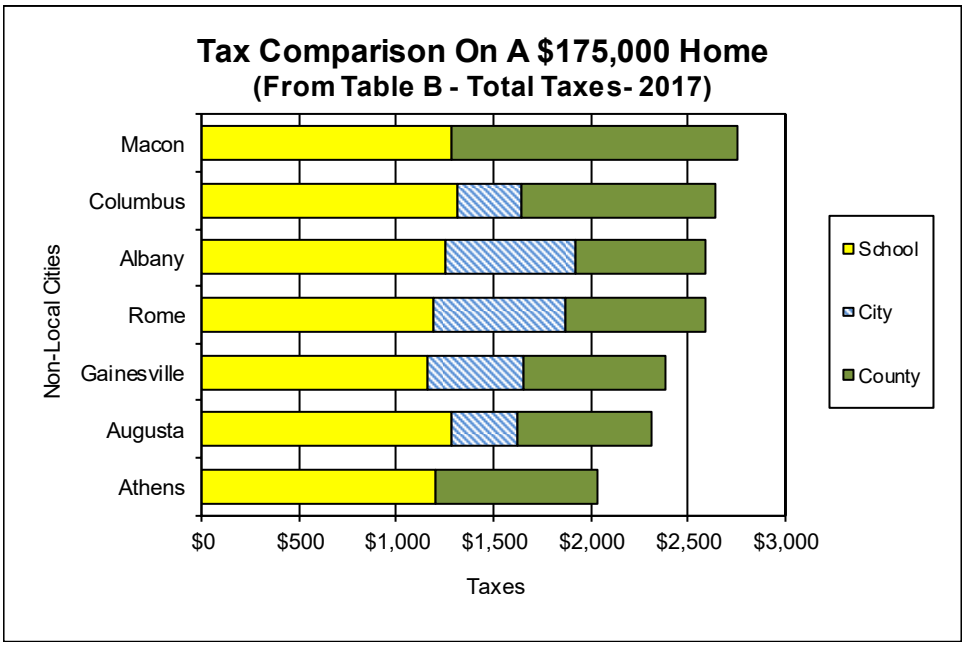
## XV. ACC Property Taxes and Homestead Exemption Compared to Local Area Counties and Similar Size Georgia Communities

A. When comparing 2017 property taxes for a home with a market value of $175,000, Athens-Clarke County continues to compare favorably with other Northeast Georgia governments and other similar size counties in Georgia. The $10,000 local homestead exemption is higher than the other surrounding counties in Northeast Georgia and most all other comparable counties.

B. Property taxes for government services, including schools in 2017 were the second lowest compared to local area cities and counties.

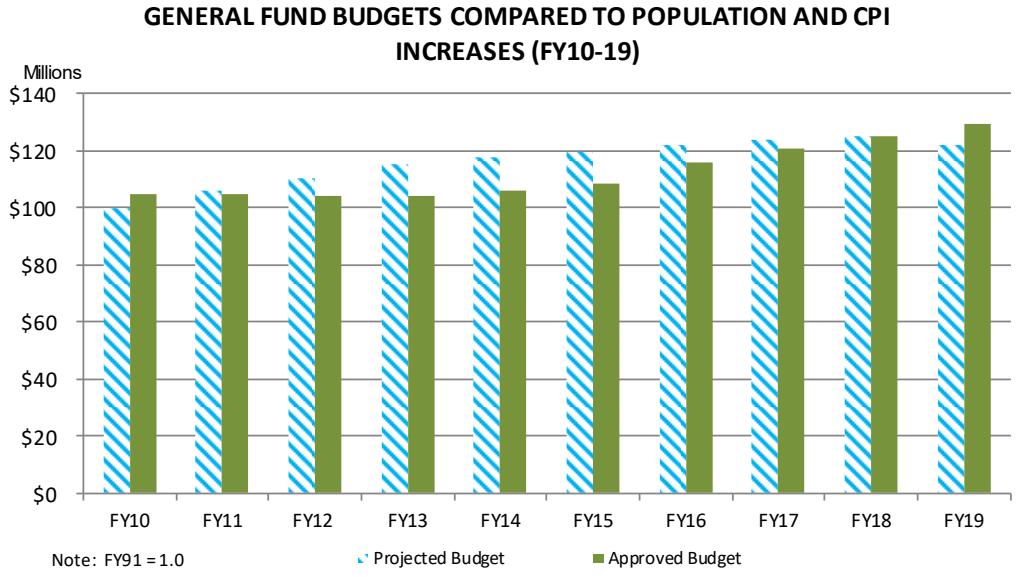



C. Property taxes for government services, including schools in 2017 were the lowest compared to similar size cities/counties in Georgia surveyed.

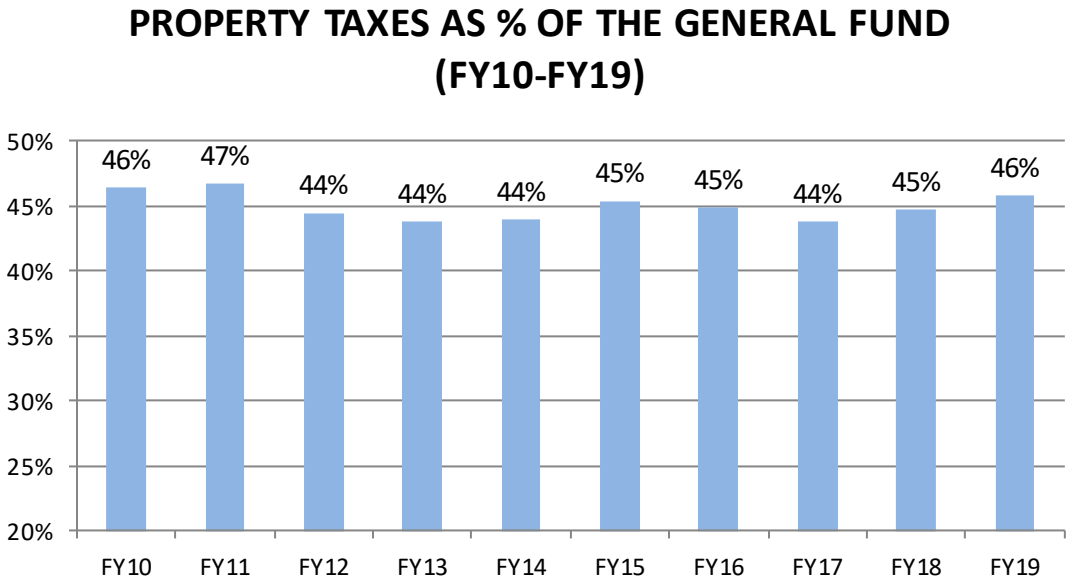


## XVI. Budget History and Trends

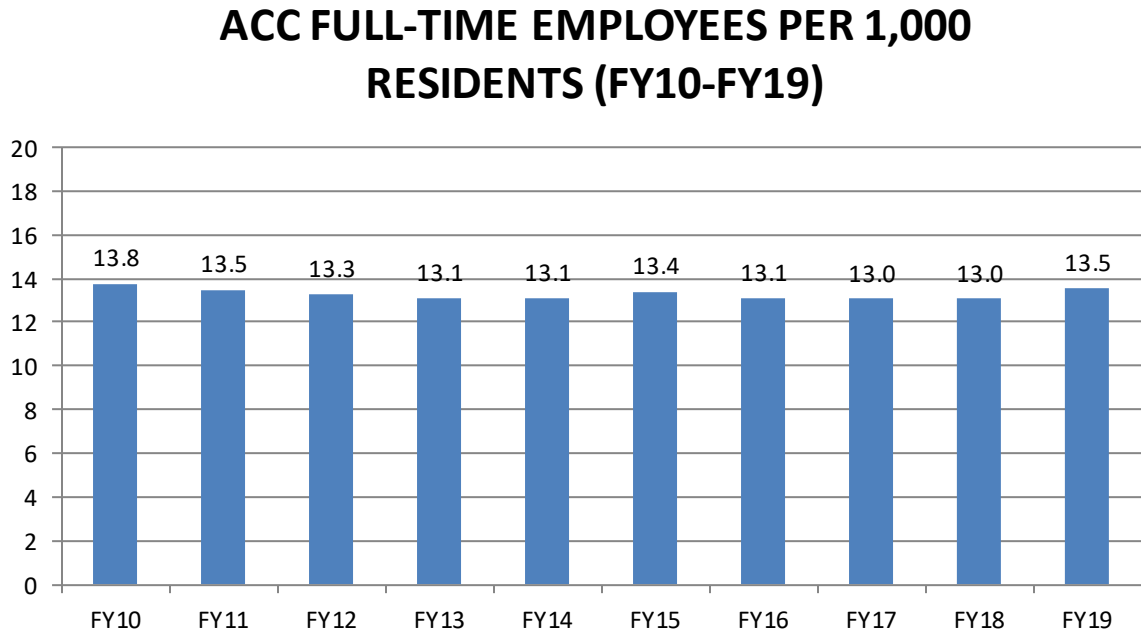
The FY19 General Fund Operating Budget is $130.8 million 4.8% higher than the FY18 Budget. Over the last five budget years, the General Fund Operating Budget has grown at a rate lower than the combined annual change of the Consumer Price Index (CPI) and population, as shown in the graph below. For FY19, it is projected to grow above this amount due to a decline in both CPI and the population estimate.




In FY19, Property Tax Revenue is projected to be 48% of the General Fund Operating Budget. The graph below shows that property taxes as a percentage of General Fund Revenues have ranged from 44% to 47% since FY10. The FY19 Budget continues the careful balance of General Fund Revenues from Property Taxes (46%), Sales Taxes (18%), and other General Fund sources (36%).



For FY19, the number of full-time employees compared to the Athens-Clarke County population (per thousand) will remain below 14 as shown in the graph below. This Budget is based on 1,673 full-time authorized positions, an increase of seven positions compared to the current level.



# AIRPORT

## MISSION

To provide safe and efficient air transportation services for commercial and general aviation users by combining principles of safety, service, and appearance with effective management to generate progressive development. The airport will strive for self-sufficiency through the development and implementation of competitive rates and fees.

## GOALS

- To maintain modern and technologically up-to-date airport facilities and infrastructure.
- To strive for airport financial self-sufficiency.
- To foster a work environment that leads to high employee morale.
- To secure a new commercial airline.

## OBJECTIVES

- Meet with the Airport Authority monthly to coordinate airport operations.
- Work with the Airport Authority, consultants, and ACC to secure a new airline.
- Meet with airport engineers monthly to manage airport projects.
- Coordinate airport projects with the GDOT and FAA on a monthly basis.
- Meet monthly with the Operations Supervisor and Business Coordinator to review the airport financial and operational status.
- Meet monthly with the operations staff to review airport issues.
- Work to involve employees in airport projects and operations.

# AIRPORT

## PERFORMANCE MEASURES

| Outcomes and Performance Measures | Current Goal | FY13 | FY14 | FY15 | FY16 | FY17 | Comments or Analysis |
|---|---|---|---|---|---|---|---|
| **Provide a safe and efficient airport for commercial and general aviation users** | | | | | | | |
| Number of Aircraft Operations | Data only | 33,614 | 42,850 | 29,939 | 34,868 | 35,769 | Control Tower count |
| Number of NTSB reported incidents | 0 | 0 | 0 | 0 | 0 | 0 | Incident of sufficient concern to generate NTSB report |
| Aircraft based on field | Stable | 77 | 76 | 88 | 90 | 93 | Includes single engine, twin engine, turbine and helicopter |
| Runway & taxiway area-weighted pavement condition indication (PCI) score | >70 | 60 | 60 | 60 | 60 | 60 | Source: GDOT 2012 Report |
| FAA Part 139 Safety & Cert. Inspection | Pass | Pass | Pass | Pass | Pass | Pass | Runway 9/27 rehabilitation project will address issues raised in July 2017 annual inspection |
| **Strive for financial self-sufficiency for the Airport Enterprise Fund by increasing revenues** | | | | | | | |
| Aviation Gas Sold (in gallons) | Increase | 96,985 | 107,651 | 115,000 | 102,454 | 115,783 | FY19 projection drops due to planned closing of runway 9/27 for rehabilitation capital project. |
| Jet A Fuel Sold (in gallons) | Increase | 342,653 | 313,236 | 307,000 | 323,290 | 337,157 | FY19 projection drops due to planned closing of runway 9/27 for rehabilitation capital project. |
| Margin on Fuel Sales | Increase | $541,944 | $512,186 | $576,481 | $697,347 | $668,020 | FY19 projection drops due to planned closing of runway 9/27 for rehabilitation capital project. |
| % of t-hangars leased | 100% | 87% | 89% | 90% | 95% | 90% | Remains steady. |
| % of FBO hangars leased | 100% | 100% | 100% | 100% | 100% | 100% | |
| **Operate within the approved Enterprise Fund budget while reducing dependency on the General Fund** | | | | | | | |
| Airport Enterprise Fund Operating Income/(Loss) | >0 | ($274,608) | ($299,413) | ($256,565) | ($79,708) | ($75,647) | Need positive operating income to cover non-operating expenses (capital, loan payments, etc.) |
| General Fund Supplement | Reduce | $190,577 | $190,577 | $190,577 | $194,389 | $196,333 | General Fund cash support to Enterprise Fund. FY18 budget = $105,826 |
| Days Cash on Hand at End of Year | >90 | 18 | 28 | 51 | 104 | 132 | |
| **Increase annual commercial passengers** | | | | | | | |
| Non-Scheduled Large Charter Enplanements | Data only | 2,034 | 1,155 | 2,264 | 3,012 | 2,832 | |
| **We strive to satisfy our customers** | | | | | | | |
| Tenant evaluation of the facility (5 pt scale - 5 is highest) | >3 | New for FY19 | | | | | |
| Customer rating of staff support (5 pt scale - 5 is highest) | >4 | New for FY19 | | | | | |

# AIRPORT

## BUDGET HIGHLIGHTS

The Airport Enterprise Fund earns revenues primarily through fuel sales and leasing space. In FY19, fuels sales are projected to generate a gross margin of $515,000 while leases are projected to generate $500,000 of revenue. Other operating revenues for FY19 are estimated to total $77,000. In total, net operating revenues projected for FY19 are $1.1 million – about $100,000 less than the FY18 Budget primarily due to runway 9/27 being temporarily closed for rehabilitation for 2 months.

Non-fuel related expenses in the FY19 Budget are $1.4 million ($75,000 more than the FY18 Budget).

The Approved Budget includes $40,000 to study governance issues related to the roles and responsibilities of the Airport Authority and ACCGOV.

FY19 General Fund support for the Airport includes $105,800 for operations, the same level as FY18.

## CAPITAL BUDGET

| Page | Project | Budget |
|---|---|---|
| D-18 | Maintain Airport Facilities and Equipment | 30,000 |

# AIRPORT

## REVENUE and EXPENDITURE BUDGET

| **Airport** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Charges For Services | $2,284.6 | $2,607.8 | $2,364.5 | $2,364.5 | $2,364.5 | ($243.3) | -9.3% |
| Other | $2.4 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | -- |
| General Fund Support | $196.3 | $305.8 | $105.8 | $105.8 | $105.8 | ($200.0) | -65.4% |
| Total Revenues | $2,483.3 | $2,913.6 | $2,470.3 | $2,470.3 | $2,470.3 | ($443.3) | -15.2% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $537.1 | $562.0 | $549.4 | $549.4 | $556.8 | ($5.2) | -0.9% |
| Operating | $1,917.1 | $2,530.0 | $2,244.9 | $2,244.9 | $2,246.2 | ($283.8) | -11.2% |
| Total Expenditures | $2,454.2 | $3,092.0 | $2,794.3 | $2,794.3 | $2,803.0 | ($289.0) | -9.3% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Administration | $232.9 | $436.8 | $254.0 | $254.0 | $255.1 | ($181.7) | -41.6% |
| Airport Services | $1,520.9 | $1,887.1 | $1,765.7 | $1,765.7 | $1,769.8 | ($117.3) | -6.2% |
| Airport Maintenance | $130.0 | $162.6 | $179.6 | $179.6 | $179.6 | $17.0 | 10.5% |
| Other Gen Admin/Transfers | $570.4 | $605.5 | $595.0 | $595.0 | $598.5 | ($7.0) | -1.2% |
| Total Expenditures | $2,454.2 | $3,092.0 | $2,794.3 | $2,794.3 | $2,803.0 | ($289.0) | -9.3% |

| FULL TIME AUTHORIZED POSITIONS | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
|---|---|---|---|---|---|---|
| Airport | 7 | 7 | 7 | 7 | 7 | 0 |

# ATTORNEY

## MISSION & GOALS

The Athens-Clarke County Attorney's Office provides legal services to Unified Government of Athens-Clarke County through its representation, including the Mayor and Commission, the Manager, Constitutional Officers, and all other Departments and Divisions of the Athens-Clarke County Government. The Attorney's Office handles legal matters, including prosecuting and defending lawsuits except for lawsuits covered by liability insurance. The Office communicates with the Justice Department and other Federal and State agencies to keep the Athens-Clarke County government in compliance with Federal and State laws and regulations. The Attorney's Office researches and drafts proposed local legislation concerning Athens-Clarke County. In addition, the Office researches and drafts ordinances and resolutions to be considered for adoption by the Mayor and Commission. The office drafts or reviews all contracts and deeds to be executed or accepted by the government. A representative of the Attorney's Office attends all meetings of the Mayor and Commission, Planning Commission, Historic Preservation Commission, Hearings Board, and Board of Tax Assessors, as well as Commission work sessions and committee meetings.

Our primary goal is to continue to provide the legal services needed to serve the Unified Government. We will also expand the services we provide to ensure that acts of the Government are reviewed and are modified, if necessary, to accord with appropriate law.

## OBJECTIVES

- Work with the Mayor and Commission as they identify new priority projects that require assistance from the Attorney's Office.
- Continue to proceed as necessary against properties that have been identified for demolition as a result of changes to the Unified Government's secured structure ordinance.
- Continue to work with the Legislative Review Committee and the Government Operations Committee to provide legal assistance as needed.
- Continue to assist departments and offices in responding to an increasing number of Open Records Act requests, under the Open Records Act.
- Continue to work with the Economic Development Department.
- Continue "quality of life" ordinance enforcement and regulatory and administrative support for alcoholic beverages, taxicabs and red light camera and school bus stop arm camera programs.
- Continue to supply support for enterprise fund activities, such as Public Utilities, Airport, Transit and Stormwater Utility.
- Assist the Human Resources Department with ongoing personnel issues, policy development and claims management.
- Provide litigation support for claims counsel on pending claims cases.

# ATTORNEY

## PERFORMANCE MEASURES

| | Actual | | | Forecast | |
|---|---|---|---|---|---|
| | FY15 | FY16 | FY17 | FY18 | FY19 |
| Ordinances / Resolutions / Policies/ Legislation Drawn | 115 | 50 | 59 | 67 | 65 |
| Municipal Court Cases | 375 | 306 | 334 | 337 | 350 |
| Red Light Camera/School Bus Arm Cases | 4,035 | 4,400 | 7,319 | 9,021 | 8,500 |
| Cases in Superior/State/Federal/Appellate Courts | 25 | 18 | 6 | 4 | 6 |
| Information / Litigation Files Opened / Legal Opinions | 30 | 28 | 27 | 18 | 25 |
| Contracts / Deeds / Drawn / Approved as to Form | 220 | 252 | 223 | 231 | 240 |
| Nuisance Abatement Cases | 25 | 13 | 10 | 12 | 8 |

## BUDGET HIGHLIGHTS

There are no significant budget changes in the FY19 Budget for the Attorney.

## REVENUE and EXPENDITURE BUDGET

| **Office of the Attorney** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $559.4 | $601.9 | $597.5 | $597.5 | $604.6 | $2.7 | 0.4% |
| Operating | $52.6 | $84.2 | $84.5 | $84.5 | $84.6 | $0.4 | 0.5% |
| Total Expenditures | $612.0 | $686.1 | $682.0 | $682.0 | $689.2 | $3.1 | 0.5% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Attorney | $612.0 | $686.1 | $682.0 | $682.0 | $689.2 | $3.1 | 0.5% |
| Total Expenditures | $612.0 | $686.1 | $682.0 | $682.0 | $689.2 | $3.1 | 0.5% |
| FULL TIME AUTHORIZED POSITIONS | | | | | | | |
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL | |
| Office of the Attorney | 6 | 6 | 6 | 6 | 6 | 0 | |

# BOARD OF ELECTIONS

## MISSION

The mission of the Athens-Clarke County Board of Elections is to provide excellent election services, ensuring accessibility, protecting the integrity of votes, and maintaining a transparent, accurate and fair process. Our vision is to provide the best possible election services for the voters and candidates of Athens-Clarke County.

## GOALS

- Enhance voter registration, voting opportunities and voter education for the citizens of ACC.
- Provide quality information and excellent customer service to candidates, public officers, poll workers and elected officials.
- Maintain knowledge of federal and state election laws.
- Provide a team of well-prepared and responsive poll workers for all elections held in FY19.
- Properly maintain all voting equipment.
- Properly assign voters to political districts in Athens-Clarke County with minimal errors.
- Successfully maintain and update statewide voter registration system daily.
- Properly maintain Easy File and timely receive campaign filings of all Elected Officials.

## OBJECTIVES

- Conduct one major scheduled election and three possible runoff elections (General Primary Runoff, State & Local General Election Runoff and the Federal General Election Runoff) during FY19 with no legal challenges.
- Demonstrate voting equipment and distribute printed election material to the citizens of Athens-Clarke County at public meetings and gatherings throughout the year.
- Properly organize and store all voting equipment and inventory at the facility on Lexington Road.
- Provide assistance and input on committees for state election organizations and the Secretary of State Elections Division.
- Evaluate and implement improvements to existing 20 polling sites for our 24 voting precincts.
- Hire and train poll workers for elections conducted in FY19.
- Maintain training and education required of Superintendents of Elections.

# BOARD OF ELECTIONS

## PERFORMANCE MEASURES

| Athens-Clarke County Board of Elections | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Outcomes and Performance Measures** | **Current Goal** | **FY13** | **FY14** | **FY15** | **FY16** | **FY17** | **Comments or Analysis** |
| **We provide election and voter registration services for the citizens of Athens-Clarke County** | | | | | | | |
| Registered Active Voters | 65,000 | 58,855 | 54,683 | 55,502 | 51,199 | 60,411 | This # has varied from fiscal to fiscal. Will impact voter turnout percentages. |
| Average Total Active Voters per Precinct | 3,000 | 2,452 | 2,278 | 2,313 | 2,438 | 2,877 | This # has increased as total active voters has increased. |
| Election Day Voters (EDV) | 36% | 10,347 (18.01%) | 5,478 (10.01%) | 10,792 (19.44%) | 6,455 (12.61%) | 19,431 (32.16%) | This # has increased dramatically. However, AIP and ABM numbers remains equally favorable options for voting. |
| Advance Voters (AIP) | 45% | 2,742 (4.77%) | 2,026 (3.70%) | 4,522 (8.14%) | 1,375 (2.69%) | 23,423 (38.77%) | This has increased dramatically. Will impact # of voting locations and precincts in the future. |
| Absentee Voters (ABM) | 6% | 475 (.83%) | 210 (.38%) | 764 (1.38%) | 197 (.38%) | 2,718 (4.50%) | This has increased dramatically. Will impact # of voting locations and precincts in the future. |
| # Voting Precincts | Data Only | 24 | 24 | 24 | 24 | 24 | This remains steady and may impact precinct consolidating in the future. |
| # Voting Locations | 15 | 24 | 24 | 24 | 21 | 21 | This # has decreased. Voters taking advantage of early processes of voting may impact # of less locations in the future. |
| # Early Voting Locations | 3 | 1 | 1 | 1 | 1 | 4 | This # has increased as the favor of Early/Advance Voting. |
| # Poll Officers | Data Only | 196 | 165 | 175 | 165 | 224 | This # has varied from fiscal to fiscal. Consideration of decreasing # polling places will also decrease # of poll workers. |
| Voting Equipment Inventory (DRE Touch Screens) | 245 | 259 | 259 | 245 | 245 | 245 | This number is maintained. Future Bill(s) from General Assembly may impact the need of replacing current system. |
| Total # Machines actually used | 200 | 184 | 147 | 102 | 125 | 205 | This # varies based on ballot content and # active voters per polling location. |
| Ballot Printing Cost | $12,000 | $1,973 | $4,496 | $17,389 | $43,066 | $7,458 | Varies from FY to FY. Decrease is a result of purchase of Balotar System (ballot printing on demand) |
| # Training hours (average of 3hrs/w orker) | 600 | 588 | 495 | 525 | 495 | 672 | O.C.G.A. § 21-2-99 requires adequate training of poll workers prior to each election cycle. |
| # Voter IDs Created | Data Only | N/A | N/A | 238 | 526 | 711 | issuance of Voter ID Cards to any voter who does not possess any of the 6 acceptable forms of ID required for voting. |
| **and protect the integrity of the vote.** | | | | | | | |
| % Voter Turnout | 76% | 67.42% | 14.15% | 46.05% | 27.43% | 75.59% | This # varies. An FY that includes a General Election normally results in a higher voter turnout. |
| % of polling places handicap accessible | 100% | 100% | 100% | 100% | 100% | 100% | Federal Law § 508 requires ADA compliance of all polling locations. An annual survey is completed to ensure 100% compliant. |
| % of polling places in compliance (equipment) | 100% | 100% | 100% | 100% | 100% | 100% | SEB Rule 183-1-12-.02 requires VWD devices for all polling locations. Locations are equipped to take care of the needs of all voters. |
| % of polling places in compliance (size) | 100% | 100% | 100% | 100% | 100% | 100% | Federal Law § 508 requires ADA compliance of all polling locations. An annual survey is completed to ensure 100% space compliance. |
| Registration Data Error Rate | 100% | 0% | 0% | 0% | 0% | 0% | Office staff conducts a daily audit process to ensure 100% error in data entry. |

# BOARD OF ELECTIONS

## BUDGET HIGHLIGHTS

The FY19 Budget for the Board of Elections is $594,100, an increase of $47,000 from FY18. The four elections planned for FY19 include the General Primary Runoff Election on July 24, 2018, General Election on November 6, 2018, General Election Runoff (State/Local) on December 4, 2018, and possibly the General Election Runoff (Federal) on January 8, 2019.

## REVENUE and EXPENDITURE BUDGET

| **Board of Elections** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $350.1 | $445.6 | $551.1 | $461.7 | $465.5 | $19.9 | 4.5% |
| Operating | $81.6 | $101.5 | $128.7 | $128.6 | $128.6 | $27.1 | 26.7% |
| Total Expenditures | $431.7 | $547.1 | $679.8 | $590.3 | $594.1 | $47.0 | 8.6% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Board of Elections | $431.7 | $547.1 | $679.8 | $590.3 | $594.1 | $47.0 | 8.6% |
| Total Expenditures | $431.7 | $547.1 | $679.8 | $590.3 | $594.1 | $47.0 | 8.6% |

| FULL TIME AUTHORIZED POSITIONS | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
|---|---|---|---|---|---|---|
| Board of Elections | 3 | 3 | 3 | 3 | 3 | 0 |

# BUILDING PERMITS & INSPECTION

## MISSION

The Athens-Clarke County Building Permits and Inspection Department exists for the purpose of protecting the public's health, safety, and general welfare. We accomplish this by ensuring compliance with adopted codes that regulate structural strength, stability, sanitation, lighting, ventilation, fire safety, and other hazards associated with construction, alteration, removal, demolition, use, or occupancy of buildings, structures, or property.

## GOALS

- Maximize the number of properties and structures that comply with adopted standards.
- Provide quality inspections, customer service, and development services that are efficient, cost effective, accurate, and responsive to the citizens of Athens-Clarke County.
- Improve the safety and appearance of properties and buildings within Athens-Clarke County by enforcing local ordinances, property maintenance codes, and construction codes.

## OBJECTIVES

- To perform 98% of all inspections of footing, slabs, excavations, electrical service changes and emergency repairs within four business hours of the time the work is ready for inspection.
- To perform at least 95% of all requested rough-in and final inspections within two workdays.
- To respond to at least 95% of all single-family soil erosion complaints and to initiate compliance and/or enforcement processes within eight business hours.
- To process 95% of all single-family and secondary permit applications within one workday.
- To investigate 99% of all complaints received by our office within three business days.
- To investigate 100% of the housing and nuisance complaints received and initiate compliance and/or enforcement action.
- To respond to 100% of ordinance violation complaints and initiate compliance and/or enforcement action.
- To provide proactive enforcement of illegal signs erected without permits or in the public right-of-way.
- To provide proactive code compliance and enforcement services that educates and provides an understanding of the compliance process to citizens.
- To recover through permit fees 100% of the operating expenses for the Construction Division.

# BUILDING PERMITS & INSPECTION

## PERFORMANCE MEASURES

| *Performance Measure* | *Goal* | *FY15* | *FY16* | *FY17* | *Reference* |
|---|---|---|---|---|---|
| **Building Inspection Department staff are committed to protecting the public's safety by ensuring compliance with adopted building codes…** | | | | | |
| Building Permits Issued | 848 | 915 | 852 | 900 | |
| Electrical Permits Issued | 733 | 890 | 970 | 900 | |
| HVAC/Gas Permits Issued | 685 | 862 | 948 | 900 | |
| Plumbing Permits Issued | 563 | 572 | 658 | 575 | |
| Total Construction Inspections | 8190 | 9352 | 9916 | 9,500 | |
| **...and by ensuring compliance with ordinances that enhance quality of life for Athens-Clarke County citizens.** | | | | | |
| Front Yard Parking | 483 | 410 | 425 | 425 | |
| Roll Cart Violations | 785 | 538 | 589 | 600 | |
| Sign Ordinance Violations | 3878 | 3,332 | 3238 | 3,000 | |
| Litter/Accumulation of Refuse | 579 | 724 | 812 | 800 | |
| Junked Vehicles | 279 | 337 | 536 | 500 | |
| **We strive to provide these services to the citizens of Athens-Clarke County in a customer friendly and accountable way.** | | | | | |
| Customer service satisfaction survey | 80% | N/A | N/A | N/A | |
| Inspections conducted within 2 business days of requested time | 95% | N/A | N/A | N/A | |
| | | | | | |

## BUDGET HIGHLIGHTS

The Building Inspection Department primarily operates within two separate funds. The Code Enforcement Division is fully funded by the General Fund, while the Construction Inspection and Administration divisions are funded through the Building Inspection Special Revenue Fund.

The FY19 Approved General Fund Budget includes $814,600 for the Code Enforcement Division to maintain their current level of service.

The Building Inspection Fund's primary source of revenue is construction permit and plan review fees. These fees are projected to generate $1 million in FY19, $25,000 more than the FY18 Budget. With anticipated operating expenses of $982,000, $18,000 is planned to be added to the fund balance. Building Inspection Fund

# BUILDING PERMITS & INSPECTION

revenues also cover the cost of one fulltime position and one quarter of a fulltime position for the Planning and Zoning Department.

A Records Technician ($39,000) was also approved for the last 9 months of FY19 in the new Affordable Housing Fund.

## REVENUE and EXPENDITURE BUDGET

| **Building Inspection** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Licenses and Permits | $1,008.1 | $975.0 | $1,000.0 | $1,000.0 | $1,000.0 | $25.0 | 2.6% |
| Other Revenues | $11.2 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | -- |
| General Fund | $770.1 | $822.7 | $862.3 | $814.6 | $824.5 | $1.8 | 0.2% |
| Water & Sewer | $25.8 | $26.6 | $27.3 | $27.3 | $27.6 | $1.0 | 3.8% |
| Total Revenues | $1,815.2 | $1,824.3 | $1,889.6 | $1,841.9 | $1,852.1 | $27.8 | 1.5% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $1,478.8 | $1,546.8 | $1,583.6 | $1,536.0 | $1,597.9 | $51.1 | 3.3% |
| Operating | $156.8 | $188.9 | $186.6 | $186.5 | $186.5 | ($2.4) | -1.3% |
| Total Expenditures | $1,635.6 | $1,735.7 | $1,770.2 | $1,722.5 | $1,784.4 | $48.7 | 2.8% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Administration | $232.3 | $242.4 | $240.6 | $240.6 | $242.8 | $0.4 | 0.2% |
| Construction Insp. | $583.3 | $619.4 | $589.6 | $589.6 | $597.3 | ($22.1) | -3.6% |
| Code Enforcement | $770.1 | $822.7 | $862.3 | $814.6 | $863.5 | $40.8 | 5.0% |
| Other General Admin. | $49.9 | $51.2 | $77.7 | $77.7 | $80.8 | $29.6 | 57.8% |
| Total Expenditures | $1,635.6 | $1,735.7 | $1,770.2 | $1,722.5 | $1,784.4 | $48.7 | 2.8% |

| FULL TIME AUTHORIZED POSITIONS | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
|---|---|---|---|---|---|---|
| Building Inspection | 23 | 23 | 24 | 23 | 24 | 1 |

# CENTRAL SERVICES

## MISSION & GOALS

To provide our customers, both public and internal, with efficient and cost effective high quality services which meet or exceed their expectations and which promote the image of the Unified Government and the Athens-Clarke County community.

General Fund

- Provide a high level of customer service that exceeds our customers' expectations.
- Provide superior quality of life services that enhance the Athens-Clarke County community.
- Protect the health and safety of the public and internal customers.
- Provide a quality work environment for ACC employees.
- Encourage, promote and support staff performance and development.
- Provide professional stewardship to protect, enhance, and maximize the life of government facilities.
- Provide high quality support services at the lowest possible cost.
- Use environmentally friendly processes and materials in all services and activities.

Internal Services Fund

- To be responsive to customer needs.
- To provide timely and accurate financial reports.
- To maintain records in accordance with approved policy and procedures.
- Minimize service disruptions to our customers.

Fleet Management Fund

- Provide a safe and effective fleet for Athens-Clarke County departments

## OBJECTIVES

- Respond to all service calls (Animal Control, Facilities, and Landscape) in a timely manner, giving proper consideration to the critical nature of the service provided.
- Complete at least 90% of the Facilities Management work orders within 30 days.
- Adhere to Landscape Management maintenance schedules at least 90% of the time.
- Ensure that 95% of adopted animals are sterilized within the time prescribed by law.
- Promote adoptions to achieve a euthanasia rate of adoptable animals less than 10%.
- Ensure that 90% of all copier/telephone repair requests are completed within 24 hours.
- Submit indirect billing, finance reports within 30 days of the receipt of charges from vendors.
- Assure FCC compliance of the 800 MHz system 100% of the time.
- Ensure that 90% of the fleet receives preventive maintenance prior to reaching the scheduled maintenance mileage.

# CENTRAL SERVICES

## PERFORMANCE MEASURES

| FY19 Central Services / Facilities Management | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Outcomes and Performance Measures** | **Current Goal** | **FY13** | **FY14** | **FY15** | **FY16** | **FY17** | **Trend** | **Comments or Analysis** |
| **Ensure a safe, productive, and positive image of Athens-Clarke County Facilities** | | | | | | | | |
| Number of Structures Maintained | Data only | 118 | 206 | 206 | 206 | 221 | ↑ | FY18: Added 3 Airport buildings for maintenance FY19: Add new Fire Station #2 and Coop. Ext. |
| Number of Work Orders | Data only | 5,670 | 6,538 | 7,525 | 9,162 | 9,345 | ↑ | |
| Square Footage Maintained for all maintenance and repairs | Data only | 1,660,811 | 1,853,713 | 1,865,963 | 1,981,173 | 2,006,907 | ↑ | |
| **by providing a high quality physical environment through dependable customer service** | | | | | | | | |
| Avg. Number of Work Orders per Maintenance Employee | 425 | 515 | 409 | 470 | 436 | 445 | ↑ | Measures workload by average volume of work performed per maintenance employee |
| Avg. Square Footage Maintained per Maintenance Employee | 90,000 | 150,982 | 115,857 | 116,623 | 94,342 | 95,567 | ↑ | Measures average amount of responsibility per maintenance employee |
| **and sound fiscal practices.** | | | | | | | | |
| Cost per Square Foot for Maintenance | <$1.75 | $ 1.23 | $1.59 | $1.27 | $1.60 | $1.30 | ↔ | |
| Cost per Square Foot for Custodial Services | <$2.11 | $ 2.00 | $1.65 | $1.62 | $1.94 | $1.52 | ↓ | |
| Preventive Maintenance vs. Corrective Maintenance | 75% | New for FY19 | | | | | | Preventive Maint. as percent of Total Maint. cost shows preventive program effectiveness (ref: IFMA) |

# CENTRAL SERVICES

| FY19 Central Services / Landscape Management | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Outcomes and Performance Measures** | **Current Goal** | **FY13** | **FY14** | **FY15** | **FY16** | **FY17** | **Trend** | **Comments or Analysis** |
| **Provide safe, functional, and aesthetically pleasing open space management at ACC parks, facilities, and rights-of-way.** | | | | | | | | |
| Acres of Park and Open Space Maintained per Employee (total 415 acres) | 33 | New for FY17 | | | | 40 | | Greenway and Rails-to-Trail expansions increasing acres maintained |
| Miles of Rights-of-Way Maintained per Employee (total 1,200 lane miles) | 75 | New for FY17 | | | | 96 | | Goal would provide one additional mowing cycle per growing season |
| Acres of Facilities Grounds Maintained per Employee (total 100 acres) | 30 | New for FY17 | | | | 31 | | |
| Percent of Routes Completed on Schedule | 85% | New for FY19 | | | | | | Weather is primary factor affecting schedule |
| Number of Landscape Installations and Renovations | Data only | New for FY18 | | | | | | |
| Number of Athletic Field Repairs and Renovations | Data only | New for FY18 | | | | | | |
| **Provide public tree assessment and management as well as community outreach.** | | | | | | | | |
| Number of Private Property Tree Assessments | Data only | New for FY17 | | | | 430 | | |
| Total Tree Canopy Cover for Athens-Clarke County (measured every 5 years) | 45% | -- | -- | 63% | -- | -- | ↔ | Goal is defined in the ACC Tree Management Ordinance |
| **Strive to satisfy our customers.** | | | | | | | | |
| Total Customer Calls for Services | Data only | New for FY19 | | | | | | |
| Percent of Service Calls Responded To Within 1 Workday | 85% | New for FY19 | | | | | | |
| Percent of Service Calls Completed Within 5 Workdays | 95% | New for FY19 | | | | | | |

# CENTRAL SERVICES

| FY19 Central Services / Fleet Management | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Outcomes and Performance Measures** | **Current Goal** | **FY13** | **FY14** | **FY15** | **FY16** | **FY17** | **Trend** | **Comments or Analysis** |
| **Ensure safe, reliable, and safe vehicles and equipment are available to enable all ACCGOV departments to complete their service delivery.** | | | | | | | | |
| Number of Preventive Maintenance Inspections Completed | >1600 | 1,938 | 1,654 | 1,621 | 1,570 | 1,372 | ↓ | |
| Number of Corrective Maintenance Service Calls | <75 | 187 | 202 | 327 | 314 | 250 | ↓ | |
| **Provide a modern fleet of vehicles and equipment that are reliable and efficient.** | | | | | | | | |
| Percentage of Vehicles/Equip Exceeding Replacement Criteria Not Replaced | 10% | New for FY17 | | | | 23% | | Replacement criteria revised in FY18. Funding constraints limits no. of replacements each year. |
| Number of Catastrophic Failures | <5 | 11 | 6 | 4 | 11 | 3 | ↔ | |
| **Ensure reliable fuel availability for ACCGOV vehicles and equipment.** | | | | | | | | |
| Compliance with Georgia Environmental Protection Division Regulations | 100% | 100% | 100% | 100% | 100% | 100% | ↔ | Regulatory requirement |
| Number of Inspections of Fueling Equipment and Storage Tanks | 45 | 40 | 40 | 40 | 45 | 35 | ↓ | Needed to maintain regulatory compliance |

# CENTRAL SERVICES

| FY19 Central Services / Animal Control | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Outcomes and Performance Measures** | **Current Goal** | **FY13** | **FY14** | **FY15** | **FY16** | **FY17** | **Trend** | **Comments or Analysis** |
| **Protect and promote the public health,** | | | | | | | | |
| Number of Sick Animal Calls | Data only | 107 | 111 | 61 | 115 | 67 | ↔ | |
| Number of Animal Bite Calls | Data only | 206 | 148 | 151 | 155 | 125 | ↔ | |
| Number of Rabies Vouchers Purchased When Reclaiming an Impounded Animal | Data only | 197 | 147 | 133 | 143 | 157 | ↔ | |
| **safety,** | | | | | | | | |
| Number of Dog Running-at-large Calls | Data only | 1,462 | 1,351 | 1,394 | 1,449 | 1,192 | ↔ | |
| Number of Vicious Animal Calls | Data only | 113 | 34 | 44 | 32 | 21 | ↓ | |
| **quality of life,** | | | | | | | | |
| Number of Barking Dog Complaints | Data only | 105 | 138 | 177 | 90 | 93 | ↔ | |
| Number of Trapped Cat Transport Requests | Data only | 71 | 83 | 107 | 125 | 43 | ↓ | |
| **and protect animals from inhumane treatment.** | | | | | | | | |
| Number of Animal Neglect Calls | Data only | 400 | 413 | 377 | 270 | 266 | ↔ | Public education programs and better coordination with courts may impact recurring issues. |
| Number of Injured Animal Calls | Data only | 206 | 207 | 168 | 192 | 120 | ↓ | |
| **Encourage compliance with animal control ordinances.** | | | | | | | | |
| Number of Warnings Issued | Data only | 1,087 | 1,049 | 1,077 | 911 | 829 | ↓ | |
| Number of Citations Issued | Data only | 152 | 52 | 37 | 71 | 75 | ↔ | |
| Ratio of Warnings to Citations | >20 | 7 | 20 | 29 | 13 | 11 | ↓ | Achieving compliance through education over punishment |

# CENTRAL SERVICES

| Manage a shelter for impounded animals. | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Number of Animals Impounded | Data only | 2,425 | 2,315 | 2,070 | 1,969 | 1,690 | ↓ | |
| Number of Animals Adopted | Data only | 698 | 573 | 568 | 550 | 444 | ↓ | |
| Number of Owner Reclaimed Animals | Data only | 385 | 274 | 254 | 287 | 340 | ↑ | |
| Number of Animals Transferred to Rescue Groups | Data only | 636 | 762 | 681 | 733 | 614 | ↔ | |
| Number of Visitors and Volunteers | Data only | 12,277 | 10,526 | 11,018 | 11,292 | 9,580 | ↓ | New Volunteer Facilitator position in FY18 should help with volunteer recruitment and retention. |
| Euthansia Rate (Adoptable Animals Euthanized / Total Animal Dispositions) | <2.0% | 7.8% | 6.1% | 2.7% | 0.7% | 1.8% | ↔ | Continued cooperation with licensed rescue groups to place unclaimed and unadopted animals. |

## FY19 Central Services / Administration

| Outcomes and Performance Measures | Current Goal | FY13 | FY14 | FY15 | FY16 | FY17 | Trend | Comments or Analysis |
|---|---|---|---|---|---|---|---|---|
| **Ensure continuous operation of the 800 MHz radio system providing critical public safety and general government communications** | | | | | | | | |
| FCC Compliance | 100% | 100% | 100% | 100% | 98% | 98% | ↑ | Regulatory |
| System Availability | 100% | 100% | 100% | 100% | 100% | 100% | ↔ | Up-time minus system busy time |
| Number of ACCGOV subscriber radio units | Data only | 1,051 | 1,031 | 1,032 | 1,052 | 1,060 | ↑ | |
| Number of UGA subscriber radio units | Data only | 0 | 0 | 462 | 459 | 461 | ↔ | |
| **Review, coordinate with other departments, and issue Special Event permits for community enhancing events** | | | | | | | | |
| Number of Special Event Permits Issued | Data only | 59 | 66 | 52 | 62 | 51 | ↔ | |

# CENTRAL SERVICES

## BUDGET HIGHLIGHTS

The Central Services Department is supported by the General Fund, Internal Support Fund, and the Fleet Management Fund. The General Fund portion of the Central Services FY19 Budget ($10.8M) includes the cost of Animal Control, Landscape Management, Facilities Management and a portion of Administration.

For FY19, the General Fund portion of Central Services' Budget includes an increase of $20,000 for maintenance and repair costs of the new Airport commercial terminal, which was constructed with funds from the SPLOST 2005 program.

The FY19 Budget also includes an increase of $77,223 to provide full funding of the full-time crew leader position and operating expenses for the SPLOST funded Greenway trail system (which were funded for the last three months of FY18) and to add one full-time Groundskeeper position for the last six months of FY19.

The General Fund portion of Central Services' budget also includes the annual contract for downtown parking services with the Athens Downtown Development Authority (ADDA). The FY19 Budget for ADDA parking revenues is estimated to generate $4 million in fees and fines, $250,000 more than the FY18 Current Budget. This includes an increase in parking fine amounts for expired meter by $10 (from $10 to $20) and parking beyond meter time limit by $10 (from $15 to $25). ADDA's FY19 parking expenditures are estimated to be $1.6 million, which is $87,000 above the FY18 Original Budget. Based on ADDA's proposed revenues and expenditures, their Parking Management Services Fee will be $368,000 in FY19 and ACCUG's portion of net parking revenues will be $1.5 million, which is $114,000 more than the FY18 estimate.

The Internal Support Internal Service Fund provides support to other government departments for services including: copier, phone, postage, paper, printing, and 800 MHz radio. Departments fund these services with their operating budget. The FY19 Budget for the Internal Service Fund is $1.9 million, $133,000 below the FY18 level.

The Fleet Management Fund, an internal service fund, is used to allocate the cost of repairs, maintenance and fuel to ACCUG vehicles. The Division purchases fuel in bulk to distribute to departments and provides vehicle maintenance and repairs. For FY19, the Fleet Management Budget is $2.5 million, similar to FY18. The FY19 Budget for fuel is based on a purchase price of $2.00/gallon for gasoline and $2.14/gallon for diesel (the same prices used for budgeting in FY18).

## CAPITAL BUDGET

| Page | Project | Budget |
|---|---|---|
| D-20 | Facilities Life Cycle Maintenance Program | 1,700,000 |
| D-21 | Landscaping Equipment Life Cycle Replacement | 25,000 |
| D-22 | Vehicle for ACC Greenway Expansion (SPLOST) | 33,000 |
| D-23 | Upgrade Fuel Sites | 30,000 |
| D-26 | 800 MHz Subscriber Radio Life Cycle | 25,000 |
| D-27 | Landscape & Community Tree Program | 20,000 |
| D-28 | Parking Lot Life Cycle Maintenance & Repair | 20,000 |
| D-29 | Replace Internal Support Equipment | 25,000 |
| D-30 | 800 MHz Radio Infrastructure Replacement | 25,000 |
| D-31 | Parking Facilities | 20,000 |
| D-33 | Community Events Program | 30,000 |
| D-34 | Downtown Enhancement Project | 60,000 |
| D-35 | Telephone System Life Cycle Replacement | 25,000 |
| D-37 | Fleet Replacement Program | 2,790,800 |

# CENTRAL SERVICES

## REVENUE and EXPENDITURE BUDGET

| **Central Services** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Charges For Services | $7,075.0 | $8,225.1 | $7,854.6 | $7,854.6 | $7,854.6 | ($370.5) | -4.5% |
| Fines & Forfeitures | $42.1 | $40.0 | $43.7 | $43.7 | $43.7 | $3.7 | 9.3% |
| Other | $3.6 | $0.0 | $3.8 | $3.8 | $3.8 | $3.8 | -- |
| Total Revenues | $7,120.7 | $8,265.1 | $7,902.1 | $7,902.1 | $7,902.1 | ($363.0) | -4.4% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $5,441.4 | $5,960.9 | $6,344.3 | $6,052.8 | $6,133.7 | $172.8 | 2.9% |
| Operating | $7,794.1 | $8,467.6 | $8,517.2 | $8,448.5 | $8,529.7 | $62.1 | 0.7% |
| Total Expenditures | $13,235.5 | $14,428.5 | $14,861.5 | $14,501.3 | $14,663.4 | $234.9 | 1.6% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Administration | $373.5 | $287.8 | $290.8 | $290.8 | $294.2 | $6.4 | 2.2% |
| Animal Control | $592.3 | $710.8 | $748.5 | $697.1 | $704.4 | ($6.4) | -0.9% |
| Internal Support | $3,017.5 | $3,437.9 | $3,369.0 | $3,369.0 | $3,459.2 | $21.3 | 0.6% |
| Landscape Management | $2,501.8 | $2,774.4 | $3,174.3 | $2,878.1 | $2,907.4 | $133.0 | 4.8% |
| Facilities Management | $3,847.8 | $4,062.8 | $4,102.4 | $4,089.8 | $4,107.8 | $45.0 | 1.1% |
| 800 MHz Radio System | $443.1 | $542.0 | $546.0 | $546.0 | $546.9 | $4.9 | 0.9% |
| Fleet Management | $2,257.0 | $2,405.1 | $2,401.1 | $2,401.1 | $2,407.8 | $2.7 | 0.1% |
| Other Gen Admin/Transfers | $202.5 | $207.7 | $229.4 | $229.4 | $235.7 | $28.0 | 13.5% |
| Total Expenditures | $13,235.5 | $14,428.5 | $14,861.5 | $14,501.3 | $14,663.4 | $234.9 | 1.6% |
| FULL TIME AUTHORIZED POSITIONS | | | | | | | |
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL | |
| Central Services | 102 | 102 | 109 | 103 | 103 | 1 | |

# CLERK OF COURTS

## MISSION & GOALS

To effectively and efficiently file and record all proceedings, actions, orders and minutes and to perform all duties and functions mandated by law, of the Superior and State Courts of Athens-Clarke County and to protect and secure all records entrusted therein.

## OBJECTIVES

- To provide electronic index and images for deeds 1985-1988, in house and on GSCCCA, ongoing. Completed 1989-1991.
- To procure a digital reverse image for Deed Books 180-368, on going
- To image all cases for the years 1993-2002, on going
- To link civil and criminal digitized images from the FY17 and FY18 capital project within our case management system for availability on the public internet docket
- To digitize bound newspaper books from 1800's to 1900's, on going

## PERFORMANCE MEASURES

| | Actual | | | Forecast | |
|---|---|---|---|---|---|
| | CY15 | CY16 | CY17 | CY18 | CY19 |
| Civil Filed Superior and State | 2,835 | 2,681 | 2,673 | Not Available | |
| Civil Disposed Superior and State | 2,541 | 2,712 | 2,961 | | |
| Criminal Filed Superior and State | 7,242 | 6,665 | 6,067 | | |
| Criminal Disposed Superior and State | 6,941 | 6,962 | 6,503 | | |
| Civil Proceedings processed | 47,298 | 52,571 | 67,763 | | |
| Criminal Proceedings processed | 88,625 | 102,243 | 101,877 | | |
| Land Record Instruments processed | 22,306 | 22,754 | 24,221 | | |
| General Minutes processed | 8,414 | 2,959 | 2,973 | | |
| Appeals filed/processed to Board of Equal | 58 | 184 | 87 | | |
| Board of Equalization Hearings Conducted | 12 | 26 | 49 | | |

## BUDGET HIGHLIGHTS

The FY19 Approved Budget includes a $5,000 supplement for the Clerk of Courts as well as $194,800 for juror fee expenses which were shifted from State and Superior Court to the Clerk of Courts.

# CLERK OF COURTS

## REVENUE and EXPENDITURE BUDGET

| Clerk of Courts | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | COMMISSION $ CHG over/under 18 BUD | COMMISSION % CHG over/under 18 BUD |
|---|---|---|---|---|---|---|---|
| REVENUES (in $1,000's) | | | | | | | |
| Charges For Services | $428.5 | $450.0 | $545.0 | $545.0 | $545.0 | $95.0 | 21.1% |
| Other Revenues | 128.9 | 0.0 | 0.0 | 0.0 | 0.0 | $0.0 | -- |
| Total Revenues | $557.4 | $450.0 | $545.0 | $545.0 | $545.0 | $95.0 | 21.1% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $1,006.9 | $1,130.3 | $1,136.8 | $1,141.8 | $1,155.6 | $25.3 | 2.2% |
| Operating | $109.8 | $129.3 | $341.4 | $324.0 | $324.0 | $194.7 | 150.6% |
| Total Expenditures | $1,116.7 | $1,259.6 | $1,478.2 | $1,465.8 | $1,479.6 | $220.0 | 17.5% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Clerk of Courts | $1,116.7 | $1,259.6 | $1,478.2 | $1,465.8 | $1,479.6 | $220.0 | 17.5% |
| Total Expenditures | $1,116.7 | $1,259.6 | $1,478.2 | $1,465.8 | $1,479.6 | $220.0 | 17.5% |

| FULL TIME AUTHORIZED POSITIONS | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
|---|---|---|---|---|---|---|
| Clerk of Courts | 19 | 21 | 21 | 21 | 21 | 0 |

## CAPITAL BUDGET

| Page | Project | Budget |
|---|---|---|
| D-38 | Microfilm Conversion to Digital Images | 35,000 |

# COOPERATIVE EXTENSION

## MISSION & GOALS

The mission of UGA Cooperative Extension is to extend lifelong learning to the people of Georgia through unbiased, research-based education in agriculture, the environment, communities, youth and families. Cooperative Extension provides education and information for all citizens of Athens-Clarke County in the areas of Families, Food & Nutrition, Agriculture, Horticulture, & the Environment, and Youth Development.

## OBJECTIVES

### Family and Consumer Sciences & Supplemental Nutrition Assistance Program Education

- To respond to clientele calls regarding food safety, home food preservation, healthy lifestyles, weight management, chronic disease prevention and management.
- To provide consumer information regarding financial management and budgeting.
- To provide nutrition and food management training to low-income families, empowering them to get the best nutrition within a limited budget.
- To help professional food handlers and consumers learn safe food handling practices to prevent food borne illness.
- To help train pre-school providers to safely care for and nurture area children.
- To provide consumer information to create greater radon awareness and promote testing.

### Agriculture & Natural Resources

- To respond to clientele calls regarding soil samples, water samples, insect, disease and plant identification, tree care and other issues.
- To provide a series of comprehensive training courses through the Master Gardener, Master Composter and Master Naturalist Programs which train volunteers in subject specific areas who can then extend this knowledge throughout the community.
- To provide educational opportunities through informational and activity booths staffed by Master Gardener and Master Composter volunteers at events throughout the region as well as weekly booths at two area Farmers Markets during the market season.
- To provide information and offer programs that will encourage environmental stewardship and promote water quality through the Master Naturalist program.

### 4-H and Youth Development

- To provide a variety of leadership opportunities for elementary, middle and high school students.
- To provide community involvement and service activities for young people to develop citizenship skills in their community.
- To provide monthly educational programs in all elementary schools and middle schools in Athens-Clarke County. Educational programs are also offered to home school students, as well as evening programs for high school students.
- To offer a series of judging event activities in order to help young people develop decision-making skills.
- To assist with coordinating Youth Leadership Athens for high school juniors.

# COOPERATIVE EXTENSION

## PERFORMANCE MEASURES

| | Actual | | | Forecast | |
|---|---|---|---|---|---|
| | FY15 | FY16 | FY17 | FY18 | FY19 |
| Educational Classes Provided | 1,247 | 898 | 706 | 900 | 800 |
| Total Teaching Contacts | 12,192 | 13,200 | 10,526 | 12,000 | 11,000 |
| Soil Analysis Diagnostics | 910 | 876 | 775 | 900 | 900 |
| Water & Microbiology Diagnostics | 162 | 122 | 151 | 150 | 150 |
| Pathology, Plant & Insect ID | 393 | 405 | 350 | 250 | 250 |
| Radon Kits Distributed | 23 | 41 | 24 | 30 | 30 |
| Educational Newsletters Distributed | 19,797 | 18,100 | 26,952 | 25,000 | 25,000 |
| Phone, Office & Email Consultations | 11,515 | 10,261 | 8,660 | 9,500 | 9,500 |
| Home Visit Consultations | 33 | 35 | 20 | 25 | 25 |
| Educational Exhibits Contacts | 11,556 | 9,848 | 8,120 | 8,000 | 9,000 |

## BUDGET HIGHLIGHTS

The FY19 Budget of $205,400 for the Cooperative Extension reflects no significant changes to services or programs.

# COOPERATIVE EXTENSION

## REVENUE and EXPENDITURE BUDGET

| **Cooperative Extension** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $126.3 | $162.0 | $169.9 | $169.9 | $169.8 | $7.8 | 4.8% |
| Operating | $29.0 | $35.5 | $240.4 | $35.6 | $35.6 | $0.1 | 0.3% |
| Total Expenditures | $155.3 | $197.5 | $410.3 | $205.5 | $205.4 | $7.9 | 4.0% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Cooperative Extension | $155.3 | $197.5 | $410.3 | $205.5 | $205.4 | $7.9 | 4.0% |
| Total Expenditures | $155.3 | $197.5 | $410.3 | $205.5 | $205.4 | $7.9 | 4.0% |
| FULL TIME AUTHORIZED POSITIONS | | | | | | | |
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL | |
| Cooperative Extension | 1 | 1 | 1 | 1 | 1 | 0 | |

# CORONER

## MISSION & GOALS

Our mission is to fulfill the statutory requirements of the Coroner's Office of Athens-Clarke County in a manner that is professional, efficient and compassionate to the citizens of Athens-Clarke County.

Our goal is to manage the resources allocated to this office in a responsible manner that enables the Coroner's Office to provide caring and compassionate services in a time of crisis for the citizens of Athens-Clarke County.

## BUDGET HIGHLIGHTS

There are no significant changes in the FY19 Approved Budget for the Coroner's Office.

## REVENUE and EXPENDITURE BUDGET

| **Coroner** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $17.7 | $18.1 | $19.0 | $19.0 | $19.0 | $0.9 | 5.0% |
| Operating | $26.1 | $29.5 | $29.9 | $29.9 | $29.9 | $0.4 | 1.4% |
| Total Expenditures | $43.8 | $47.6 | $48.9 | $48.9 | $48.9 | $1.3 | 2.7% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Coroner | $43.8 | $47.6 | $48.9 | $48.9 | $48.9 | $1.3 | 2.7% |
| Total Expenditures | $43.8 | $47.6 | $48.9 | $48.9 | $48.9 | $1.3 | 2.7% |

| FULL TIME AUTHORIZED POSITIONS | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
|---|---|---|---|---|---|---|
| Coroner | 0 | 0 | 0 | 0 | 0 | 0 |

# CORRECTIONS

## MISSION & GOALS

The mission of the Athens-Clarke County Department of Corrections is to provide a humane and safe environment for staff, inmates, and the community at large through the use of modern correctional management techniques and supervision.

- Comply fully with all Georgia Department of Corrections audit standards.
- To clearly define (classification process) how inmate labor is to be used and supervised.
- To provide ongoing mandated training for all Corrections' staff and Athens-Clarke County personnel that are supervising inmates.
- To comply with all Athens-Clarke County policies and procedures.
- To maintain order and control of the inmates in our custody
- To reduce inmate drug usage through random drug testing.
- To maintain sanitation standards and proper safety practices.
- To provide security and safety inspections of all inmate work sites.
- To provide meals at a reasonable cost to the Athens-Clarke County Jail, County Correctional Institution and Diversion Center/Work Release Center.
- To prevent inmate escapes and injuries to staff or inmates.
- To fully meet health and sanitation standards for Food Service.

Diversion Center:

The mission of the Athens-Clarke County Diversion/Work Release Center is to provide quality cost-effective management of non-violent Athens-Clarke county offenders, whose confinement in traditional incarceration would limit them from more quickly integrating into society, while at the same time building their skill sets that will encourage successfully re-entering back into our community.

- Create a secured, drug and alcohol free residential environment for offenders who would otherwise be incarcerated or subject to incarceration.
- Encourage and assist offenders in developing strong work habits.
- Provide offenders access to treatment, counseling, educational opportunities and related services.
- Ensure offenders are held accountable for their crimes by requiring them to pay court ordered fines, fees and restitution.
- Provide vocational and life skills training.
- Ensure that parents failing to pay child support are able and obligated to work while providing them opportunities reconnect with their children.
- Ensure offenders have a job within 30 days of entry into the program and maintain consistent employment during their sentence.
- Provide opportunities for community service, in addition to the required employment, as ordered by the court and as an alternative to some fines.
- Reduce participating offender recidivism.
- Provide opportunities for community service, in addition to the required employment, as ordered by the court and as an alternative to some fines.
- Reduce participating offender recidivism.

# CORRECTIONS

## OBJECTIVES

- Score 100% on all Georgia Department of Corrections audits.
- Score 100% on all health inspections.
- Receive and classify inmates from the State of Georgia and the ACC Jail for work details.
- Reduce incidences of inmate work detail injuries to zero.
- Maintain incidences of assaults with weapons at zero.
- Maintain inmate escapes at zero.
- Reduce the number of positive drug screen results from inmates to zero.
- Provide mandated training for Corrections' personnel and all Athens-Clarke County personnel in other departments who supervise inmate work crews.
- Conduct daily safety and security inspections of inmate work sites.

Diversion Center:

- Achieve 90% resident occupancy rate.
- 80% of residents will successfully complete available programs or skill development.
- 80% of residents entering the Diversion/Work Release Center will find jobs or be placed in a job relevant to their skil1s.
- 100% of employed residents will make payment of fines, fees and per diem costs.
- 100% of residents owing child support payments will maintain those payments.
- 100% of residents will receive a monthly drug/alcohol screen. Additional screening will be made according to the resident's record and/or personal behavior.
- Case workers and staff will visit resident job sites and resident employers weekly or as necessary.
- 100% or residents in need of education or skills development (GED, certification, technical certification, etc.) will be placed in an available program(s).
- Zero walk-aways from the Diversion/Work Release Center.
- Provide 40 hours of program relevant training to all staff.
- Case workers to meet with residents on their caseload a minimum of once a week.
- Case workers to complete resident assessment the same day of resident arrival.

# CORRECTIONS

## PERFORMANCE MEASURES

| 2018 Athens-Clarke County Corrections Performance Snapshot | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Outcomes and Performance Measures** | **Current Goal** | **2013** | **2014** | **2015** | **2016** | **2017** | **Comments or Analysis** |
| **WE PROTECT THE PUBLIC** | | | | | | | |
| Average Daily Count | Data only | 107 | 103 | 106 | 106 | 109 | |
| Number of Escapes | 0 | 0 | 1 | 0 | 1 | 0 | |
| Number of Training Hours | Data only | 1,032 | 1,128 | 2,537 | 3,581 | 3,324 | |
| Number of inmate on inmate assaults | <5 | no data | 0 | 1 | 8 | 3 | Goal: less than 5 |
| Number of inmate on staff assaults | <1 | 0 | 0 | 0 | 1 | 0 | Goal: less than 1 |
| **WE PROVIDE A COST-EFFICIENT WORKFORCE** | | | | | | | |
| Total number of details | Data only | 19 | 19 | 19 | 24 | 24 | Inmate details were previously counted per department. They are now counted per inmate supervisor regardless of department assignment. An inmate detail consists of a supervisor and inmate workers numbering from 1 to 8. Currently we have 110-115 working and 5-10 new arrivals. |
| Percentage of inmates working details | stable | 70.0% | 70.0% | 72.0% | 91.0% | 90.0% | Above 90% |
| Total expenses ($) | Data only | $2,906,414 | $3,214,069 | $3,317,829 | $3,406,175 | $3,341,814 | Actual Expenses for the year |
| Cost Recovery: Total Reimbursements | Data only | $ 781,100 | $ 751,900 | $ 773,800 | $ 773,800 | $ 795,700 | $20 X 365 days X Avg. Inmate Pop |
| Athens-Clarke County Total Daily Cost Per Inmate | Data only | $53 | $59 | $61 | $62 | $61 | Took total budget divided by 365 divided by Ave Daily Count |
| Athens-Clarke County Funds: Daily Cost per inmate | Data only | $35.57 | $39.33 | $40.60 | $41.68 | $40.90 | Total daily cost per inmate * 67% |
| Athens-Clarke County: Daily Labor Value Per Inmate | Increase FPY | $67.30 | $67.69 | $68.97 | $89.44 | $95.90 | Increase steadily |
| ROI: total hours worked by inmates in County | Stable | 155,792 | 149,968 | 158,746 | 200,637 | 204,048 | Based on Ave Daily Count X percentage of inmates working detail X full time rate of 2080 hours |
| ROI: value to Athens-Clarke County of hours worked by inmates | Data only | $2,628,211 | $2,544,957 | $2,668,514 | $3,460,584 | $3,815,494 | Grade 7 employee + benefits (salary/2080) It was reevaluated to include the benefits plus salary for Grade 7 employee. |
| **WE PROVIDE OPPORTUNITIES FOR REHABILITATION** | | | | | | | |
| Number of GEDS awarded | Data only | no data | no data | 0 | 2 | 6 | > 5% eligible inmates gain GED |
| Number of inmates completing Re-entry Program | >50 | no data | no data | 42 | 140 | 95 | Goal to increase to >75 |
| Number of inmates completing Motivation for Change | >50 | no data | no data | 24 | 51 | 73 | Goal: more than 4 year running avg Goal to increase to >75 |
| **WE USE RESOURCES RESPONSIBLY** | | | | | | | |
| Total Employees | Data only | 43 | 43 | 43 | 43 | 43 | |
| Overtime as % of personnel expenditure. | < 1.5% | 1.46% | 1.40% | 1.30% | 1.40% | 2.00% | keep under 1.5% |
| Expenditures: Actual versus budget | < 100% | 94.1% | 97.0% | 92.6% | 92.9% | 95.6% | Our goal is to distribute and expend the budget as efficiently and effectively as possible. |
| **WE OFFER RE-ENTRY SERVICES WITH THE DIVERSION CENTER** | | | | | | | |
| Total Intakes (calendar year) | Data only | 153 | 123 | 142 | 179 | 163 | |
| Average Daily Count | >60 | 38 | 46 | 44 | 47 | 40 | Our goal is to achieve and maintain a 75% rate of capacity. |
| Total Successful Releases | Data Only | 116 | 110 | 115 | 135 | 104 | Our goal is to achieve and maintain 80% total intakes resulting in successful releases. |
| Successful Release Percentage | >75% of intakes | 75.82% | 89.43% | 80.99% | 75.42% | 63.80% | |
| Average % Residents Employed Ave | >85% | 4% | 4% | 8% | 85.00% | 87.00% | Our goal is to maintain a consistent 90% employment rate for our residents. |
| Available Program Hours Per Week | Data only | 80 | 80 | 96 | 12 | 28 | Pathways to Success, Men in Action, Alcoholics Anonymous, Department of Labor, GED, Project 13:3, UGA Food Talk, Piedmont-Athens Regional, North GA Mobile Lab |
| Total Program Hours Attended Per Week | Data only | 82 | 80 | 0.80 | 15 | 300 | Total hours utilized by all residents |

# CORRECTIONS

## BUDGET HIGHLIGHTS

The Correctional Institution houses convicted state inmates, whereas the Clarke County Jail houses persons awaiting trial or serving short sentences. The Correctional Institution currently has space for 134 inmates (120 at the Correctional Institution and 14 at the Diversion Center). For FY19, the contracted number of State Transition Center inmates housed at the Diversion Center will be increased by 26 (from 14 to 40). The State pays Athens Clarke County Unified Government (ACCGOV) $20/day per actual housed inmate, which is expected to provide revenue of $1.1M in FY19.

The FY19 Budget includes funding for the Diversion Center, of $1 million, which provides an alternative to traditional incarceration for ACCGOV non-violent offenders, in which residents are given an opportunity to continue working in the community. Residents of the Diversion Center contribute to the cost of operating the facility by paying a fee based on their income. The FY19 estimate for resident fees is $295,000, which is $14,000 more than FY18.

Corrections' Georgia Department of Transportation (GDOT) Inmate State Highway grant contract of $52,000 ended in FY18. This grant included one full-time position, Correctional Officer II. The FY19 Budget includes the move of this position from the Grants Fund to the General Fund for the Corrections' Diversion Center.

## CAPITAL BUDGET

| Page | Project | Budget |
|---|---|---|
| D-39 | Food Service Equipment Life Cycle Replacement | 20,000 |

# CORRECTIONS

## REVENUE and EXPENDITURE BUDGET

| **Corrections** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Intergovernmental | $797.0 | $778.0 | $932.2 | $932.2 | $1,112.5 | $334.5 | 43.0% |
| Grants | $109.2 | $68.9 | $0.0 | $0.0 | $0.0 | ($68.9) | -100.0% |
| Charges for Services | $213.6 | $281.0 | $225.0 | $225.0 | $294.7 | $13.7 | 4.9% |
| Other Revenues | $44.1 | $95.0 | $49.3 | $49.3 | $49.3 | ($45.7) | -- |
| Total Revenues | $1,163.9 | $1,222.9 | $1,206.5 | $1,206.5 | $1,456.5 | $233.6 | 19.1% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $2,675.8 | $2,841.2 | $2,914.2 | $2,914.2 | $2,953.4 | $112.2 | 3.9% |
| Operating | $792.1 | $806.2 | $842.4 | $842.4 | $842.5 | $36.3 | 4.5% |
| Total Expenditures | $3,467.9 | $3,647.4 | $3,756.6 | $3,756.6 | $3,795.9 | $148.5 | 4.1% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Administration | $362.5 | $336.3 | $368.1 | $368.1 | $372.2 | $35.9 | 10.7% |
| Food Services | $568.9 | $616.3 | $630.3 | $630.3 | $634.8 | $18.5 | 3.0% |
| Security Operations | $1,635.8 | $1,704.5 | $1,741.1 | $1,741.1 | $1,758.9 | $54.4 | 3.2% |
| Diversion Center | $900.7 | $990.3 | $1,017.1 | $1,017.1 | $1,030.0 | $39.7 | 4.0% |
| Total Expenditures | $3,467.9 | $3,647.4 | $3,756.6 | $3,756.6 | $3,795.9 | $148.5 | 4.1% |

| FULL TIME AUTHORIZED POSITIONS | | | | | | |
|---|---|---|---|---|---|---|
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
| Corrections | 43 | 43 | 43 | 43 | 43 | 0 |

# DEBT SERVICE

## MISSION

Debt Service includes the Government's payments for Guaranteed Revenue Debt, Revenue Bonds, and other long-term liabilities.

## EXPENDITURE BUDGET

| Debt Service | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| EXPENDITURES BY FUND (in $1,000's) | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| General Fund | $758.3 | $1,057.2 | $1,052.6 | $1,052.6 | $1,052.6 | ($4.6) | -0.4% |
| Public Fac. Auth. Fund | $538.8 | $536.3 | $533.0 | $533.0 | $533.0 | ($3.3) | -0.6% |
| Airport Enterprise Fund | $26.6 | $25.2 | $22.3 | $22.3 | $22.3 | ($2.9) | -11.5% |
| Water & Sewer Ent. Fd | $10,467.2 | $10,472.0 | $9,807.7 | $9,807.7 | $9,807.7 | ($664.3) | -6.3% |
| Total Expenditures | $12,061.9 | $12,090.7 | $11,415.6 | $11,415.6 | $11,415.6 | ($675.1) | -5.6% |

## BUDGET HIGHLIGHTS

1) General Fund – This budget includes funding for annual debt service for the bonds issued in 2011 to finance a portion of the Washington Street Building ($538,362) and $498,200 for principal, interest and bond fees on the debt service for the bonds issued in 2012 for the site improvements for the Caterpillar Project. The debt of $5.5 million for twenty years was issued with scheduled payments of interest only the first five years (215,000 per year) and principal and interest the remaining fifteen years (approximately $500,000 per year not including associated fees).

2) Public Facilities Authority Fund – This budget includes $533,000 for the annual debt service for the note issued in 2010 for the Jail Advance Housing Facility. This debt was issued through the Public Facilities Authority with annual debt service funded by the General Fund.

3) Airport Fund – This Budget includes $20,700 for the interest payments for the notes issued to finance two projects at the Airport. The first project financed the construction of T-Hangars in 2003; the second project financed Executive Hangars in 2009. The Airport Enterprise Fund is responsible for the repayment of these notes. Including principal and interest, the total debt payments for FY19 will be $112,000.

4) Water & Sewer Fund – The budget for the Water and Sewer Enterprise Fund includes $10,142,000 for the interest component of debt service to repay the bonds refunded in 2015 to upgrade and expand the three water reclamation facilities and two notes issued through the State of Georgia Environmental Finance Authority (GEFA) in 2007 and 2009. There was a decrease in the Budget for FY17 as the result of the refinancing of the 2008 bonds in May, 2015. Total FY19 debt service (principal and interest) for the Water and Sewer Enterprise Fund will be $16.7 million.

Additional information regarding Debt Service can be found in Section G - Other Information.

# DISTRICT ATTORNEY

## MISSION & GOALS

The Office of the District Attorney serves primarily as the prosecuting attorney in the Superior Court of Athens-Clarke and Oconee Counties. In Athens-Clarke County, the District Attorney is responsible for the prosecution of all criminal cases involving at least one felony charge. Additionally, there is a responsibility to pursue, when appropriate, certain civil actions such as RICO, drug, gambling, and bond forfeitures. A corollary to the actual prosecution of cases in our Superior Courts is the practical responsibility of the office to organize, manage, and present the criminal cases before the four Superior Court Judges. Further, the District Attorney serves as the prosecuting attorney in the Juvenile Court in those instances when a child (less than 17 years of age) is accused of a delinquent and/or unruly act. Moreover, the District Attorney represents the State of Georgia in the Georgia Supreme Court and Georgia Court of Appeals in those cases arising out of this jurisdiction, which includes researching and drafting briefs and presenting oral arguments; serves as the official legal adviser to the Grand Jury; and provides legal advice on an informal basis to local law enforcement agencies. Lastly, the District Attorney's Office handles preliminary hearings and special bond hearings in Magistrate Court, operates a Pretrial Diversion Program, and staffs three alternative courts – a Drug Court Program, Treatment and Accountability Court, and a Veteran's Court.

As used above, the term "prosecute" involves, first and foremost, that exercise of discretion in determining whether to prosecute at all and, if so, whom and how to prosecute. The overriding goal of this office is to ensure that those persons who are not responsible are not held responsible and that those persons who are responsible are held responsible and held responsible in an appropriate way. To this end, our attendant goal is to give individual attention to each case in spite of the vast number of cases received for prosecution, and the expected demands and urgencies of the caseload. At the forefront of every case is to identify those which involve victims and to provide assistance as needed; which assistance may include notification of prosecutorial and court action, counseling, referral to social service agencies, court accompaniment and the otherwise. This service to victims is done not only because it is required by the Crime Victims' Bill of Rights, but also because it is the "right" thing to do.

## OBJECTIVES

- Continue to prioritize the prosecution of Serious Violent Felonies.
- Refine our newly unveiled paperless file system ("CASE") to reduce costs and improve efficiency including e-discovery via the web for defense attorneys.
- Establish and maintain a digital information platform to provide transparency to the community via a website.
- Provide in-house training to enhance State provided training for prosecutors, investigators and victim advocates.
- Continue with efforts to reduce the time between arrest and the prosecutorial charging decision, thereby reducing the time between arrest and disposition.
- Reactivate the Cold Case unit.

# DISTRICT ATTORNEY

## PERFORMANCE MEASURES

| | Actual | | | Forecast | |
|---|---|---|---|---|---|
| | CY15 | CY16 | CY17 | CY18 | CY19 |
| **New Felony Cases Received** | 1,605 | 1,774 | 1,766 | 1,755 | 1,800 |
| Dismissals (incl. PTP Dismissals) | 58 | 48 | 105 | 60 | 65 |
| Transfers to Solicitor-General | 41 | 60 | 54 | 60 | 65 |
| **Superior Court** | | | | | |
| Bond Hearings | 756 | 927 | 864 | 975 | 980 |
| Arraignments | 1,392 | 1,622 | 1,739 | 1,750 | 1,800 |
| Motion Hearings | 397 | 372 | 345 | 400 | 45 |
| Status Conferences | 1,889 | 1,785 | 1,535 | 1,585 | 1,600 |
| Jury Trials | | | | | |
| Cases Scheduled for Trial | 1,061 | 988 | 1,099 | 1,200 | 1,200 |
| Number of Jury Trials | 25 | 25 | 33 | 35 | 35 |
| Number of Days in Trial | 176 | 81 | 95 | 120 | 140 |
| Average Days / Trial | 7.3 | 3.24 | 2.87 | 6 | 6.5 |
| Number of ADA Days in Trial | 486 | 138 | 153 | 175 | 175 |
| Probation Cases Filed | 831 | 1,392 | 894 | 1,405 | 1,410 |
| Probation Status Conferences | 465 | 696 | 694 | 750 | 800 |
| **Juvenile Court** | | | | | |
| Delinquent Cases Filed | 856 | 1,001 | 1,384 | 1,400 | 1,450 |
| Traffic | 194 | 234 | 438 | 470 | 490 |
| **Subpoenas Issued and Served (by DA Investigators)** | 7,158 | 11,479 | 6,731 | 7,000 | 7,500 |
| **Victim Assistance** | | | | | |
| Total Active Victims Served | 1,926 | 2,347 | 2,961 | 3,100 | 3,500 |
| Total Victim Services Provided | 39,046 | 46,656 | 40,539 | 45,000 | 50,000 |
| **Civil Forfeiture Actions** | | | | | |
| Opened | 62 | 55 | 48 | 55 | 60 |
| Closed | 58 | 63 | 36 | 50 | 55 |

## BUDGET HIGHLIGHTS

The FY19 for the District Attorney's Office includes a $5,000 increase to the District Attorney's local supplement (from $8,000 to $13,000). The budget also includes a $21,800 increase for software maintenance fees related to the new paperless file system.

For FY19 the District Attorney requested one Assistant District Attorney ($75,000) and one Victim Notification Clerk ($45,800) for additional responsibilities in the Juvenile Court. Also requested was an additional $28,300 to restore reductions that were taken by the Mayor & Commission in FY10 and FY12. These requests were not recommended nor approved

Also not recommended or approved for FY19 are requests for increases in local supplements for State paid Assistant District Attorneys ($11,000) and increases for vehicle related expenses ($4,500).

# DISTRICT ATTORNEY

## REVENUE and EXPENDITURE BUDGET

| **District Attorney** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Fines & Forf. | $45.9 | $56.7 | $44.9 | $44.9 | $44.9 | ($11.8) | -20.8% |
| Intergovernmental | $470.9 | $555.6 | $602.9 | $602.9 | $609.8 | $54.2 | 9.8% |
| Charges for Services | $9.0 | $20.0 | $8.8 | $8.8 | $8.8 | ($11.2) | -56.0% |
| Total Revenues | $525.8 | $632.3 | $656.6 | $656.6 | $663.5 | $31.2 | 4.9% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $1,655.5 | $1,881.3 | $2,046.8 | $1,912.0 | $1,934.2 | $52.9 | 2.8% |
| Operating | $151.8 | $82.6 | $136.0 | $82.9 | $104.6 | $22.0 | 26.6% |
| Total Expenditures | $1,807.3 | $1,963.9 | $2,182.8 | $1,994.9 | $2,038.8 | $74.9 | 3.8% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| District Attorney | $1,644.6 | $1,795.7 | $2,016.6 | $1,828.7 | $1,870.2 | $74.5 | 4.1% |
| Victim Asst & Pre-trial | $162.7 | $168.2 | $166.2 | $166.2 | $168.6 | $0.4 | 0.2% |
| Total Expenditures | $1,807.3 | $1,963.9 | $2,182.8 | $1,994.9 | $2,038.8 | $74.9 | 3.8% |
| FULL TIME AUTHORIZED POSITIONS | | | | | | | |
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL | |
| District Attorney | 26 | 28 | 30 | 28 | 28 | 0 | |

# ECONOMIC DEVELOPMENT

## MISSION

Athens-Clarke County, an open and responsive government, will facilitate a positive environment for individuals to obtain a high quality of life and local organizations to achieve success by providing innovative, high-quality services and responsible stewardship of the community's resources, to benefit current and future generations.

Fundamental to Athens-Clarke County's high quality of life for individuals and success of local organizations is an environment conducive to economic prosperity and opportunity.

Therefore, the mission of the Economic Development Department is to facilitate economic growth through support, outreach, and partnerships. We respect Athens' unique character and endeavor to build a stronger community than that which was entrusted to us.

## GOALS

Identify and recruit economic development opportunities that support and enhance Athens-Clarke County's quality of life, increase the tax base, and provide opportunities for sustained, livable wages for workers;

Provide site location assistance to domestic and international companies planning new or expanded facilities; assistance shall include but not limited to identifying financial and human resources available to support such developments;

Utilize marketing media and outreach efforts to promote the competitive advantages to businesses and industries of choosing to locate in Athens-Clarke County;

Support businesses and industries currently operating within Athens-Clarke County by strengthening relationships and encouraging re-investment and job creation utilizing various economic development tools and resources;

Coordinate where appropriate with local entities with an economic development interest that may include the Athens Area Chamber of Commerce, Athensmade, the Classic Center, the Convention and Visitors Bureau, Four Athens, the SBDC, and others to promote entrepreneurship, tourism, and community development; also for the purpose of receiving assistance with economic development recruitment efforts managed by the Department;

Maintain a current inventory of facilities and properties available for industrial/business development; develop recommendations for strategies to meet emerging infrastructure and natural resource needs to support future industrial and business development;

Support development through the coordination of various departments and by offering innovative results oriented solutions to the development process in Athens-Clarke County;

Utilize all available economic development tools to put Athens-Clarke County in a position to be developed responsibly and to the highest and best use.

# ECONOMIC DEVELOPMENT

## OBJECTIVES

**SUPPORT**

- Attend all meetings of the Atlanta Highway and Lexington Corridor Committees and provide information regarding any available economic development tools and feedback/suggestions for redevelopment.
- Make contact with 100% of plans review process applicants and garner feedback about their experience with process.
- Host signature existing industry dinner and awards event celebrate the manufacturing sector in Athens.
- Host an Innovation Conference to bring emerging technology industries to Athens and networking opportunities to Athens based entrepreneurs.
- Partner with the private sector to deliver an inclusive and accessible space for the entrepreneurial community to utilize for innovation and growth.

**OUTREACH**

- Target 30 new projects in FY19 by maintaining contact with appropriate stakeholders and seeking out any potential for the area.
- Maintain an active social media and marketing presence that distribute resources relevant to followers and:
    - increases brand awareness by 20%, and
    - increases community engagement by 10%.
- Host two project manager events.
- Participate in 10 speaking engagements to various civic, social, neighborhood, social, and business groups in FY19 to update the community on various economic development initiatives and news.
- Engage in 18 outreach visits to real estate developers, site selection consultants, and project managers.
- Engage in 12 client meetings in Athens for key brokers, site selection consultants, and project managers.
- Attend four trade shows to seek out development opportunities and source leads.
- Attend eight conferences to seek out opportunity and to remain knowledgeable of any new or changing economic development programs or tools.
- Make 24 existing industry visits to industries in Athens-Clarke County.
- Participate in one International Outreach Mission to broadcast the viability of doing business in Athens-Clarke County outside of the U.S.

**PARTNERSHIPS**

- Continue to support Athensmade where appropriate to bolster the maker/entrepreneurship community in Athens.
- Coordinate and execute four events in partnership with groups in the entrepreneurial community.

# ECONOMIC DEVELOPMENT

## PERFORMANCE MEASURES

| *Performance Measure* | *Goal* | *FY13* | *FY14* | *FY15* | *FY16* | *FY17* | *Comments* | *Reference* |
|---|---|---|---|---|---|---|---|---|
| **Attract, create, expand, and retain businesses through support,** | | | | | | | | |
| # of jobs created | *Increase YOY* | 417 | 642 | 2,033 | 2,031 | 3,240 | Source: Bureau of Labor Statistics, Quarterly survey of wages | BLS; quarterly census, Clarke, all employees; Pace is mopst current to date, YOY |
| Avg weekly wage | *Increase YOY* | 738 | 758 | 803 | 803 | 819(P) | Source: Bureau of Labor Statistics, Quarterly survey of wages | BLS; quarterly census, Clarke, all employees Qtr 2; Pace is most current to date, YOY |
| Commercial Digest growth | *Increase YOY* | 1.74% | 4.03% | 2.68% | 5.82% | 7.14% | | Calendar year percentage change in digest value. |
| Industrial Digest Growth | *Increase YOY* | 9.7% | 12.5% | 4.8% | 4.6% | -1.4% | Caterpillar/Ethicon effect - initial investment begins depreciating | Calendar year percentage change in digest value. |
| New projects | *20* | N/A | 20 | 20 | 21 | 18 | | |
| # of expansions/announcements | *0* | N/A | 1 | 2 | 2 | 3 | | Calendar year totals |
| # commercial building permits | *Increase YOY* | 29 | 53 | 54 | 40 | 45 | | Calendar year totals |
| total commercial permit value (1,000's) | *Increase YOY* | $79,035 | $42,624 | $42,316 | $49,153 | $41,514 | | Calendar year totals |
| **outreach,** | | | | | | | | |
| Social media following | *20% YOY increase* | ***N/A*** | ***N/A*** | ***N/A*** | ***N/A*** | ***874**** | | Total followers of Twitter, Facebook, and Instagram. *no Instagram acount in FY17. Pace is total as of May 2018. |
| Business and Retention Visits | *25 Annual Visits* | ***N/A*** | ***16*** | ***16*** | ***15*** | ***18*** | | Internal accounting |
| Client visits | *15 Annual Visits* | N/A | 12 | 13 | 14 | 6 | | Internal accounting |
| **and partnerships.** | | | | | | | | |
| Public Private Partnerships Created | 1 | N/A | 0 | 0 | 0 | 1 | | Internal accounting |
| Projects with capital investment | 1 | N/A | 0 | 0 | 0 | 1 | | Internal accounting |

# ECONOMIC DEVELOPMENT

## BUDGET HIGHLIGHTS

For FY19, the Economic Development Department will no longer be participating in the Southern Network, reducing the Approved General Fund Budget by $12,500.

The FY19 Approved Budget includes an additional $145,000 from the Hotel/Motel fund for an Economic Development Strategic Plan.

## REVENUE and EXPENDITURE BUDGET

| **Economic Development** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $287.4 | $317.3 | $313.6 | $313.6 | $317.1 | ($0.2) | -0.1% |
| Operating | $215.7 | $296.7 | $446.7 | $434.2 | $429.2 | $132.5 | 44.7% |
| Total Expenditures | $503.1 | $614.0 | $760.3 | $747.8 | $746.3 | $132.3 | 21.5% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Economic Development | $503.1 | $614.0 | $760.3 | $747.8 | $746.3 | $132.3 | 21.5% |
| Total Expenditures | $503.1 | $614.0 | $760.3 | $747.8 | $746.3 | $132.3 | 21.5% |

| FULL TIME AUTHORIZED POSITIONS | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
|---|---|---|---|---|---|---|
| Economic Development | 4 | 4 | 4 | 4 | 4 | 0 |

# FINANCE

## MISSION

The Finance Department is a support function responsible for directing financial operations and internal management activities of Athens-Clarke County Government within applicable laws and professional standards. The Finance Department collects, processes, advises, informs, monitors, analyzes, coordinates and reports financial information and management data to ensure effective and economical use of public resources.

We strive to perform our responsibilities in an effective manner that:

- Is service-oriented
- Is accurate and timely
- Is honest and meets professional standards
- Is responsive to the needs of user departments and citizens
- Supports the Mission and Goals of Athens-Clarke County
- Uses modern technology

## GOALS

- To maintain systems of accounting for the government so as to present fairly the results of its operations in an accurate and timely manner and in accordance with Generally Accepted Accounting Principles. Manage the government's financial operations in adherence with federal, state and local laws and in a manner that meets management goals and objectives and other required needs.
- To coordinate the budget preparation process in a manner that supports the timely adoption of the government's budget.
- To reduce the cost to procure goods and services.
- To process 98% of vendor payments within 30 days of invoice date or receipt of goods and services.
- To comply with the State requirements for reporting of public benefits and related compliance activities (E-verify and SAVE).

## OBJECTIVES

- Process all accounting transactions during the month in which the transactions occurred.
- Record and deposit all cash receipts daily.
- Continue the implementation and training of users on the financial system.
- Reconcile expenditures listed on grant reimbursement requests to the general ledger.
- Record capital asset transactions daily.
- Reduce cost to procure goods and services through the use of a purchasing card (P-card) program, statewide contracts, cooperative purchasing agreements and General Services Administration (GSA) contracts.
- Implement an accounts payable procedure to reduce by 5% the number of days an invoice remains outstanding.
- To perform an E-verify review of 4,500 businesses, 350 alcohol beverage licenses, and all purchasing contracts in excess of $2,499.99 for compliance with State laws.

# FINANCE

## PERFORMANCE MEASURES

| Outcomes and Performance Measures | Current Goal | 2013 | 2014 | 2015 | 2016 | 2017 | Trend | Comments or Analysis |
|---|---|---|---|---|---|---|---|---|
| **The Finance Department collects, monitors, analyzes and coordinates financial reporting** | | | | | | | | |
| Accurate Revenue Forecast for General Fund | +-2.5% | 1.4% | 2.5% | 2.8% | 0.8% | -0.6% | | Per CAFR |
| CAFR uploaded to DCA, CVIOG and DOAA by 12/31 | Dec 31 | Yes | Yes | Yes | Yes | Yes | | |
| Monthly financial statements | Yes | Yes | Yes | Yes | Yes | Yes | | |
| Budget uploaded to CVIOG w/in 30 days of adoption | Within 30 Days of June Mtg | Yes | Yes | Yes | Yes | Yes | | |
| Transfers to Other Funds | Data Only | $6.8M | $6.8M | $7.2M | $8.4M | 9.7M | | Per CAFR |
| **providing information to management to ensure a stable and fiscally sound government** | | | | | | | | |
| Maintain stable General Obligation bond rating | AA<br>Aa | AA<br>Aa1 | AA<br>Aa1 | AA<br>Aa1 | AA<br>Aa1 | AA<br>Aa1 | | S&P<br>Moody's |
| Maintain stable Public Utility revenue bond rating | AA-<br>Aa<br>AA | AA-<br>Aa2<br>AA+ | AA-<br>Aa2<br>AA+ | AA<br>Aa1<br>AA+ | AA<br>Aa1<br>AA+ | AA<br>Aa1<br>AA+ | | S&P<br>Moody's<br>Fitch |
| % of pension obligation funded | 80% | 89.40% | 92.40% | 89.10% | 83.60% | 90.00% | | Per CAFR |
| Unrestricted Fund Balance meets one month (8.5%) minimum for GF expenditures | 8.5% | 22.7% | 24.3% | 25.3% | 22.6% | 19.2% | | Per Fiscal Policy |
| Formal, external recognition for financial & analytical excellence | Yes | Yes | Yes | Yes | Yes | Expected | | GFOA Certificate of Excellence in Reporting |
| "Unmodified" Opinion Letter | Unmodified | Unmodified | Unmodified | Unmodified | Unmodified | Unmodified | | Per CAFR |
| **while using resources responsibly.** | | | | | | | | |
| % of budget saved | Data Only | 5.91% | 3.16% | 6.35% | 3.83% | 5.18% | | Per CAFR |
| Government-Wide Investement Revenue | Data Only | 1.3M | 1.0M | 0.7M | 0.9M | 1.4M | | Per CAFR |
| Average Portfolio Return | Exceed Benchmark | N/A | N/A | 0.38% | 0.46% | 0.71% | | |
| Benchmark GA Fund 1 Average Return (Included in Average Portfolio Return) | Data Only | N/A | N/A | 0.15% | 0.27% | 0.57% | | See Note 1 Below |
| Overtime as a % of personnel expenditures | <1.5% | N/A | N/A | 1.14% | 0.92% | 0.73% | | |

Note 1 - In FY17 the Government-Wide Investment Portfolio allocation changed to comply with the Investment Policy. This reduced the spread between the benchmark and Average Return

# FINANCE

## BUDGET HIGHLIGHTS

The FY19 Budget for the Finance Department, $2.2 million, reflects no significant changes to services or programs.

## REVENUE and EXPENDITURE BUDGET

| **Finance** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Administrative Fees | $203.1 | $225.0 | $255.3 | $255.3 | $255.3 | $30.3 | 13.5% |
| Total Revenues | $203.1 | $225.0 | $255.3 | $255.3 | $255.3 | $30.3 | 13.5% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $1,804.8 | $1,994.2 | $2,006.1 | $2,006.1 | $2,031.6 | $37.4 | 1.9% |
| Operating | $214.7 | $198.1 | $198.8 | $198.8 | $198.9 | $0.8 | 0.4% |
| Total Expenditures | $2,019.5 | $2,192.3 | $2,204.9 | $2,204.9 | $2,230.5 | $38.2 | 1.7% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Administration | $392.0 | $419.3 | $431.7 | $431.7 | $436.2 | $16.9 | 4.0% |
| Financial Services | $542.9 | $581.3 | $557.7 | $557.7 | $564.5 | ($16.8) | -2.9% |
| Accounting | $395.0 | $457.3 | $472.7 | $472.7 | $478.2 | $20.9 | 4.6% |
| Management & Budget | $295.8 | $318.6 | $321.6 | $321.6 | $325.8 | $7.2 | 2.3% |
| Purchasing | $393.8 | $415.8 | $421.2 | $421.2 | $425.8 | $10.0 | 2.4% |
| Total Expenditures | $2,019.5 | $2,192.3 | $2,204.9 | $2,204.9 | $2,230.5 | $38.2 | 1.7% |
| FULL TIME AUTHORIZED POSITIONS | | | | | | | |
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL | |
| Finance | 28 | 28 | 28 | 28 | 28 | 0 | |

# FIRE AND EMERGENCY SERVICES

## MISSION & GOALS

Help our community become safer and more resilient by providing professional services and protection with integrity.

## OBJECTIVES

• Achieve an average turnout time of 80 seconds for fire and special operations emergency responses.

• Achieve an average turnout time of 60 seconds for medical emergency responses.

• Assemble a minimum of 15 personnel on the scene of a structure fire within 8 minutes of dispatch, 90% of the time.

• Meet the department's FY 19 property inspection schedule for all properties on file as of July 1, 2018.

• Provide fire safety information to 75% of all kindergarten through grade 5 students, public and private. (6,028 of 8,038 students)

• Achieve 85% compliance for fire code violations within thirty (30) days of issuance of a Notice of Violation.

• Review 100% of all non-one/two family construction plans for code compliance prior to issuance of a Certificate of Occupancy.

• Perform all fire & life safety inspections on new construction projects within five (5) business days of notification by the Building Inspection Department.

• Conduct cause and origin examinations on all suspicious structure fires and all fires with civilian injuries or fatalities; identifying fire cause factors and responsible agents of fire events.

• Conduct pre-planning and building familiarization inspections at least once every year for all non-one/two family dwelling buildings within our jurisdiction.

• Conduct annual training required by ISO to maintain our fire protection class to include: 8 half day drills, 4 half day multi-company drills, 2 night drills, 20 hours per member of company training, 12 hours per member of officer training, 4 half day trainings on driver and operator training, 40 hours of new driver training, 1 half day training on radioactivity or hazardous materials, and a minimum of 240 hours of new recruit training for new firefighters.

• Annually provide at least the minimum training hours as required by the Georgia Firefighter Standards and Training Council, American Heart Association, and the Georgia Department of Public Health to recertify our personnel for the following certifications based on personnel assignments; Firefighter (24 hours), Hazmat (24 hours), Technical Rescue: Search & rescue/ Water rescue/ Rope rescue/Structural Collapse search and rescue/Confined space search and rescue/Wilderness search and rescue/(24 hours), Fire Inspector (24 hours), Fire Investigator (24 hours), CPR (4 hours), EMT (20 hours).

• Conduct at least three (3) hours a quarter of Auto/Mutual Aid training with affected ACCFES companies in compliance with agreements and ISO requirements.

• Increase community awareness of ACCFES services through social media efforts to increase our followers/likes by 15% in FY19.

• Increase the number of certified EMTs by 15 each fiscal year within the Department to improve the level of care/service for emergencies.

• Strengthen the existing false alarm ordinance to be reasonable and enforceable to reduce the number of false alarms by 10 percent in FY 19.

# FIRE AND EMERGENCY SERVICES

## PERFORMANCE MEASURES

Fire & Emergency Services Department

| *Performance Measure* | *Goal* | *FY13* | *FY14* | *FY15* | *FY16* | *FY17* | *Metric Definition/Notes* |
|---|---|---|---|---|---|---|---|
| **Help our community become safer and more resilient** | | | | | | | |
| Provide Fire safety information to all 5th graders in CCPS | *100%* | 1,204 (100%) | 1,215 (100%) | 1,220 (100%) | 1,223 (100%) | 1,231 (100%) | Percent of Clarke County School District 5th graders receiving fire safety information |
| Decrease number of structure fires | *Decrease the number of structure fires* | 163 | 158 | 176 | 129 | 150 | A decrease in the number of structure fires including mobile homes used as residences(incident types: 111, 112, 113, 114, 121) |
| Compliance of identified fire & life safety code violations within 30 days | *≥ 85%* | 2,365 (85%) | 2,736 (76%) | 2,018 (75%) | 2,163 (82%) | 1,249 (76%) | The goal is resolve 85 percent of documneted violations within 30 days of initial notice of violation |
| Total Fire & Life Safety inspections | *Data Only* | 3,149 | 3,871 | 3,949 | 4,352 | 3,719 | All types of fire & life safety inspections conducted by the Fire Marshal's Office staff. |
| Fire & Life Safety Code violations documented | *Data Only* | 2,778 | 3,587 | 2,691 | 2,626 | 1,655 | Total number of violations documented during fire and life safety inspections |
| Total Plans Reviewed | *Data Only* | 129 | 141 | 210 | 230 | 157 | Plans (Building, Electrical, Fire Protection, etc.) reviewed for compliance with fire & life sfatey codes |
| False alarm responses | *Data Only* | 868 | 1,004 | 977 | 1,123 | 1,149 | False alarms put citizens at risk and tie up resources when there is no emergency. (incident types: not including 751, 721 in FH false alarm category) |
| Revise ACCUG false alarm ordinance | *Decrease number of false alarms* | New for FY17 | | | | | Strengthen false alarm ordinance to reduce the number of false alarms by 10% in FY18 |
| Population | *Data Only* | 121,265 | 120,938 | 123,912 | 124,707 | 124,707 | U.S. Census Bureau |
| **Providing professional services and protection** | | | | | | | |
| Total Emergency Responses | *Data Only* | 3,058 | 3,402 | 3,629 | 4,155 | 5,422 | Total number of incidents responded to |
| Responses to medical emergencies | *Data Only* | 571 | 642 | 859 | 1,059 | 2,083 | Medical emergency responses (incident types: 311, 320, 321, 322, 323, 352, 381) |
| Number of EMTs in Operations Division | *100%* | New for FY15 | | 36 (21%) | 38 (22%) | 56 (33%) | EMT training includes a minimum of 124 hours including classroom and clinical experience. |
| Turnout time to medical emergencies 60 seconds or less | *≥ 90%* | New for FY18 | | | | | NFPA 1710 Standard |
| Travel time of 240 seconds or less to medical emergencies | *≥ 90%* | New for FY18 | | | | | NFPA 1710 Standard |
| Turnout time to Fire & Special Ops incidents 80 seconds or less | *≥ 90%* | New for FY18 | | | | | NFPA 1710 Standard |
| Arrival of first in engine company at fires within 320 seconds | *≥ 90%* | New for FY18 | | | | | NFPA 1710 Standard |
| Arrival of initial full asignment to structure fires in 560 seconds | *≥ 90%* | New for FY18 | | | | | NFPA 1710 Standard |
| Average hours of training per firefighter | *≥ 220 hr avg.* | 154 hr avg. | 416 hr avg. | 184 hr avg. | 191 hr avg. | 291 hr avg. | Training requirements with the State, ISO, and other certifying agencies require ongoing training. |
| Total fires investigated by Fire Marshals Office | *Data Only* | 46 | 32 | 60 | 79 | 37 | Fire investigation into the cause of fires helps indentify causes for prevention efforts as well as identifying any intentionally set fires for prosecution. |
| Maintain or improve ISO rating | *Maintain homeowners & commercial insurance rates* | 2/2x | 2/2x | 2/2x | 2/2x | 2/2x | ISO rating is the public classification of fire protection based on evaluation of the fire department, 911 Center and the water system. One is the best rating and 10 is the worst rating. |

# FIRE AND EMERGENCY SERVICES

## BUDGET HIGHLIGHTS

The FY19 Budget includes a $75,000 increase for vehicle replacement, vehicle maintenance and emergency medical training, which is partially offset by savings in other areas. For FY19, a one-time increase of $17,000 is included to fund a five-year strategic plan for Fire and Emergency Services. The FY19 Budget of $14.2 million reflects no other significant changes to the department.

## REVENUE and EXPENDITURE BUDGET

| **Fire & Emergency Services** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Charges For Services | $58.6 | $50.0 | $62.5 | $62.5 | $62.5 | $12.5 | 25.0% |
| Intergovernmental | $35.5 | $36.0 | $35.2 | $35.2 | $35.2 | ($0.8) | -2.2% |
| Total Revenues | $94.1 | $86.0 | $97.7 | $97.7 | $97.7 | $11.7 | 13.6% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $12,202.4 | $12,833.4 | $12,844.8 | $12,776.7 | $12,947.6 | $114.2 | 0.9% |
| Operating | $1,029.1 | $1,150.0 | $1,407.2 | $1,283.1 | $1,283.2 | $133.2 | 11.6% |
| Total Expenditures | $13,231.5 | $13,983.4 | $14,252.0 | $14,059.8 | $14,230.8 | $247.4 | 1.8% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Administration | $221.5 | $230.9 | $239.9 | $239.2 | $241.6 | $10.7 | 4.6% |
| Fire Prevention | $576.2 | $719.6 | $746.9 | $746.1 | $754.1 | $34.5 | 4.8% |
| Fire Suppression | $12,433.8 | $13,032.9 | $13,265.2 | $13,074.5 | $13,235.1 | $202.2 | 1.6% |
| Total Expenditures | $13,231.5 | $13,983.4 | $14,252.0 | $14,059.8 | $14,230.8 | $247.4 | 1.8% |

| FULL TIME AUTHORIZED POSITIONS | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
|---|---|---|---|---|---|---|
| Fire & Emergency Svcs. | 186 | 187 | 188 | 187 | 187 | 0 |

## CAPITAL BUDGET

| Page | Project | Budget |
|---|---|---|
| D-40 | Smoke Containment System Repair | 65,000 |
| D-41 | Replace Mobile Data Terminals | 50,000 |

# HOUSING AND COMMUNITY DEVELOPMENT

## MISSION

The Department of Housing and Community Development (HCD) strives to improve and develop viable neighborhoods by providing decent housing, a suitable living environment and expanding economic opportunity for low to moderate income individuals.

## GOALS

- Provide accurate information, comprehensive research and timely advice to the public, management and staff in support of housing, economic development and community development designed to foster positive community outcomes.
- Increase affordable housing activity and production in Athens-Clarke County through an ongoing and continuously updated strategic planning process that will result in greater funding opportunities, better community awareness of all housing programs and available services as well as stronger public and private sector partnerships.
- Partner with ACC departments and housing program providers to reduce slum and blight in neighborhoods through the demolition of dilapidated structures.
- Help low- to moderate income residents and the chronically unemployed overcome barriers to full-time regular employment.
- Encourage the growth and establishment of the local small- to medium sized businesses in order to encourage job creation.
- Improve the public health and welfare of Athens-Clarke County residents.
- Partner with social service and shelter providers to reduce homelessness in Athens-Clarke County.
- Encourage citizen participation in decision-making processes with particular emphasis on participation by persons of low and moderate incomes.

## OBJECTIVES

- Secure CDBG, HOME, Supportive Housing Services, Supportive Housing, and Shelter + Care Grant funds to assist community partners in the provision of housing, shelter and community development projects and programs.
- Allocate entitlement and competitive grant funds to community partners through Mayor and Commission approval processes in a timely manner.
- Partner with community organizations to develop accurate scopes of services and contracts for all grant-funds in a timely manner.
- Provide technical assistance, guidance and monitor all contracted agency expenditures and performance monthly.
- Process reimbursements to sub-recipient agencies in a timely manner.
- Reimburse ACC expenditures for sub-recipient activities from grant sources efficiently.
- Administer all grant programs efficiently and accurately and document regulatory compliance to minimize financial risk to ACC.
- Ensure all expenditures for program administration are at or below statutory caps.
- Submit accurate reports to HUD and other primary funding agencies on time.

# HOUSING AND COMMUNITY DEVELOPMENT

## PERFORMANCE MEASURES

| Housing and Community Development | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Outcomes and Performance Measures** | **Goal** | **FY13** | **FY14** | **FY15** | **FY16** | **FY17** | **Comments or Analysis** |
| **Creates and rehabilitates affordable housing,** | | | | | | | |
| # Affordable housing units supported with CDBG/HOME | Steady Increase | 13 | 21 | 40 | 41 | 57 | Total # affordable housing units supported with CDBG/HOME |
| # Affordable rental housing units created | Data Only | 0 | 5 | 16 | 0 | 0 | # Affordable rental housing units created through HOME, CDBG funding |
| # Affordable housing units acquired | Data Only | 11 | 11 | 3 | 5 | 8 | # Affordable rental housing units acquired through HOME, CDBG funding |
| # Affordable homes newly constructed | Data Only | 3 | 3 | 3 | 1 | 2 | # Affordable homes newly constructed through HOME, CDBG funding |
| # Demolitions of dilapidated homes | Data Only | 2 | 5 | 7 | 6 | 4 | # Demolitions of dilapidated LMI homes (funded through general fund and CDBG) |
| # Rehabilitations of LMI homes | Data Only | 59 | 46 | 48 | 54 | 47 | # LMI homes rehabilitated through CDBG/HOME |
| % Housing cost-burdened homeowners | Data Only | 25.70% | 24.20% | 27.50% | N/A | N/A | % Homeowners paying more than 30% of income on housing (American Community Survey estimate) |
| % Housing cost-burdened renters | Data Only | 65.40% | 60.70% | 63.00% | N/A | N/A | % Renters paying more than 30% of income on housing (American Community Survey estimate) |
| **fosters and coordinates services for disadvantaged populations, and** | | | | | | | |
| % LMI persons served in all CDBG projects | At least 70% (HUD regulation) | 99% | 99% | 98% | N/A | N/A | % LMI persons served in all CDBG projects |
| % LMI persons served in public facilities projects | At least 51% (HUD Regulation) | 67% | 84% | 68% | 68% | 86% | % LMI persons served in CDBG public facilities projects |
| % Change in homelessness | 2015-2016 Percentage Change -3% (2016 AHAR) | -41% | 16% | -8.50% | -0.88% | 6.70% | % Change in annual Point in Time count of homeless persons in ACC |
| # Homeless persons in ACC | Data Only | 213 | 247 | 226 | 224 | 239 | # Homeless persons in annual Point in Time (PIT) count |
| % Homeless persons unsheltered | 32% National Average (2016 AHAR) | 44.60% | 35.20% | 40.30% | 33.90% | 38.90% | % Homeless persons counted in PIT who were unsheltered |
| % Homeless persons sheltered | 68% National Average (2016 AHAR) | 55.40% | 64.80% | 59.70% | 66.10% | 61.10% | % Homeless persons counted in PIT who were sheltered |
| % Chronically homeless population | 14% National Average (2016 AHAR) | 31.50% | 17.00% | 14.20% | 21.90% | 22.20% | % Persons counted in PIT who were chronically homeless |
| % Homeless veterans | 7.2% National Average (2016 AHAR) | 0.07% | 0.06% | 0.09% | 0.06% | ~0.004% | % Persons counted in PIT who were veterans |
| % Homeless persons in families | 35% National Average (2016 AHAR) | 19.70% | 19.00% | 16.80% | 30.40% | 23.80% | % Persons counted in PIT who were homeless family members |
| # Homeless persons served annually | Data Only | N/A | N/A | 626 | 595 | 528 | # Homeless persons served through emergency shelter or transitional housing |
| # Permanent supportive housing beds | Data Only | 86 | 100 | 111 | 109 | 127 | Total # permanent supportive housing beds in ACC |
| # Homeless persons receiving rapid rehousing (RRH) assistance | Data Only | 50 | 107 | 69 | 83 | 57 | # Homeless persons receiving short- to medium-term rental assistance in annual PIT |
| **promotes economic mobility among residents of Athens-Clarke County.** | | | | | | | |
| % Disbursement of revolving loan fund | 70% (HUD Regulation) | N/A | N/A | N/A | N/A | 0% | % total assets loaned to businesses, program revitalized in FY18, 33% loaned in FY18 |
| % Loans repaid timely | 100% | N/A | N/A | N/A | N/A | N/A | % of loans in default status, loans will be repaid started in FY18 |
| % LMI persons served | 51% (HUD Regulation) | N/A | N/A | N/A | N/A | N/A | % of people served through CDBG: Economic Development-funded programs who are LMI |
| # of small business workshops/sessions | Data Only | N/A | N/A | N/A | N/A | N/A | # of facilitated sessions to grow & strengthen small businesses, 2 held YTD in FY18 |

# HOUSING AND COMMUNITY DEVELOPMENT

## BUDGET HIGHLIGHTS

The Housing & Community Development Department is responsible for administering the Housing & Urban Development (HUD) funded Community Development Block Grant (CDBG), the HOME Investment Partnership (HOME) program and the Supportive Housing Program (SHP). Funds from all three grants are accounted for in separate special revenue funds. In the FY19 Budget, the General Fund contribution is $482,500 for administrative support for these programs.

In support of the Mayor and Commission Strategic Commitments, the General Fund portion of the FY19 Budget for HCD includes $5,000 for membership in the Georgia Initiative for Community Housing (GICH), $15,000 for a GICH study and report, $7,000 for the Athens Well Being Project and $100,000 in continued support of the Youth Build Program (year 2 of 3).

The CDBG program works to ensure decent affordable housing, to provide services to the most vulnerable in Athens-Clarke County, and to create jobs through the expansion and retention of businesses. The FY19 Budget for the CDBG program is based on funding of $1,187,911, which is $44,592 less than the FY18 allocation. Based on the 2019 Action Plan approved by the Mayor and Commission on April 3, 2018, CDBG funds will be expended as follows:

| | |
|---|---|
| Affordable Housing | $565,000 |
| Economic Development and Neighborhood Revitalization | 185,000 |
| Public Facilities and Improvements | 45,329 |
| Public Services | 155,000 |
| Administration | 237,582 |
| **FY19 CDBG Total** | **$1,187,911** |

The HOME program is designed to increase homeownership and affordable housing opportunities for low-income families in the community. The FY19 appropriation for the HOME program is $401,105. Based on the FY19 Action Plan, HOME funds will be used for the following activities:

| | |
|---|---|
| Affordable Housing Construction | $360,994 |
| Administration | 40,111 |
| **Total** | **$401,105** |

The Supportive Housing Program is designed to promote the development of supportive housing and services to assist homeless persons in transition from homelessness and enable them to live as independently as possible. The FY19 Supportive Housing allocation of $323,000 is the same amount awarded for FY18.

| | |
|---|---|
| Supportive Housing | **$323,000** |

# HOUSING AND COMMUNITY DEVELOPMENT

## REVENUE and EXPENDITURE BUDGET

| **Housing & Community Development** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Intergovernmental | $2,618.2 | $1,951.7 | $1,911.9 | $1,911.9 | $1,911.9 | ($39.8) | -2.0% |
| Total Revenues | $2,618.2 | $1,951.7 | $1,911.9 | $1,911.9 | $1,911.9 | ($39.8) | -2.0% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $569.5 | $573.8 | $572.0 | $572.0 | $579.3 | $5.5 | 1.0% |
| Operating | $2,809.6 | $1,824.5 | $1,815.2 | $1,815.2 | $1,815.2 | ($9.3) | -0.5% |
| Total Expenditures | $3,379.1 | $2,398.3 | $2,387.2 | $2,387.2 | $2,394.5 | ($3.8) | -0.2% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| H.C.D. Administration | $683.5 | $632.7 | $653.0 | $653.0 | $660.3 | $27.6 | 4.4% |
| Grants & Programs | $2,695.6 | $1,765.6 | $1,734.2 | $1,734.2 | $1,734.2 | ($31.4) | -1.8% |
| Total Expenditures | $3,379.1 | $2,398.3 | $2,387.2 | $2,387.2 | $2,394.5 | ($3.8) | -0.2% |
| FULL TIME AUTHORIZED POSITIONS | | | | | | | |
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL | |
| Housing & Community Dev. | 8 | 8 | 8 | 8 | 8 | 0 | |

# HUMAN RESOURCES

## FY19 MISSION & GOALS

Goals

- Efficient, Transparent, and Responsive Government.
- To empower, enable and equip an organization that is responsive to the diverse needs of our community.

Vision Statement

- The Best HR Department serving as innovative partners, recognizing the needs of our customers, providing quality service and producing superior outcomes.

Mission Statement

- The Human Resources Department works as a team to provide effective service and vital information to employees, retirees and the public with compassion, dignity and respect in a fair and equitable manner. Serving as a central source, our goal is to foster an environment for employees to succeed and develop and enhance their careers with equal opportunity for all.

Values

- Professionalism, Loyalty, Respect, Timeliness, Excellence, Teamwork, Diversity and Wellness

## OBJECTIVES

**STRATEGY #1: Attract, retain and reward talented employees**

**PROPOSED ACTION:**

- Annually adjust compensation and benefits to remain a competitive employer.
- Amend the Pension Plan to retain long term employees.
- Complete comprehensive compensation and classification study.
- Pay a Living Wage to all full-time, part-time and seasonal employees.
- Overhaul current Performance Management Program.
- Explore career ladder systems across the organization (part of pay study).
- Human Resources Department to partner with University of Georgia to create internships.
- Fully fund public safety promotional process.
- Effectively resolve employee concerns/grievances/personnel matters as necessary.
- Submit “Great Place to Work” application for designation/certification in FY19.

**STRATEGY #2: Improve internal efficiency and effectiveness**

**PROPOSED ACTION:**

- Rewrite Risk Management policies in Human Resources and implement risk management information system
- Implement new Finance/Human Resources software system.
- Create medical stop-loss insurance program for inmates and arrestees

**STRATEGY #3: Create empowered and engaged employees**

**PROPOSED ACTION:**

- Create recruiting diversity initiative with the Great Promise Partnership.
- Continue to brand ACCUG as an employer of choice that will help to recruit and retain employees.
- Continue to fund the ACCUG employee recognition program.

# HUMAN RESOURCES

- Contain health care costs through review, analysis and management of claims and promotion of the Wellness Program to employees and retirees through increased participation in wellness screenings, fitness programs, healthy hours, and nutrition and wellness classes.
- Continue to develop succession planning program for retention of top talent and to put the organization in the position as retirements continue to impact departments.

## PERFORMANCE MEASURES

| PERFORMANCE MEASURE | GOAL | FY13 | FY14 | FY15 | FY16 | FY17 | Comments or Analysis |
|---|---|---|---|---|---|---|---|
| *Attract, retain and reward talented and empowered employees.* | | | | | | | |
| Turnover Rate | <10% | 9.5% | 10.9% | 10.1% | 11.8% | 11.8% | |
| Reclassification | <5 | - | 7 | 12 | 16 | 15 | |
| Employment Application/Criminal History | >10,000 | 5,439 | 5,979 | 6,377 | 11,068 | 11,500 | |
| Payroll - # of Maintenance Entries | <9,000 | 9,349 | 9,594 | 10,300 | 9,616 | 10,840 | |
| Health Risk Assessment/Wellness | >650 | 650 | 729 | 751 | 749 | 1,084 | |
| Disciplinary Actions & Dismissals | <60 | 133 | 151 | 106 | 51 | 88 | |
| Harassment/Discrimination Issues | 0 | 11 | 4 | 3 | 1 | 4 | |
| *Protect lives, property, and the environment by forming partnerships and implementing programs for a safer, more resilient Athens-Clarke County.* | | | | | | | |
| Worker's Comp Claims Filed | <100 | 165 | 132 | 114 | 124 | 42 | |
| Lawsuits | 0 | 12 | 7 | 12 | 10 | 15 | |
| Liability Claims/Transactions | <200 | 1,047 | 445 | 418 | 413 | 181 | |
| Random Drug Testing | (Budget) | 622 | 587 | 587 | 793 | 348 | |

## BUDGET HIGHLIGHTS

The FY19 Approved Budget for Human Resources includes $10,000 of additional funding for the Great Promise Partnership. There are no other significant changes for FY19.

Human Resources also manages three self-funded insurance programs. These include self-funded liability and worker compensation ($3.2 million), employee health insurance ($16.1 million) and retiree health insurance ($5.8 million).

# HUMAN RESOURCES

## REVENUE and EXPENDITURE BUDGET

| **Human Resources** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $1,489.0 | $1,694.4 | $1,714.3 | $1,679.3 | $1,699.1 | $4.7 | 0.3% |
| Operating | $622.9 | $908.6 | $924.9 | $924.9 | $924.9 | $16.3 | 1.8% |
| Total Expenditures | $2,111.9 | $2,603.0 | $2,639.2 | $2,604.2 | $2,624.0 | $21.0 | 0.8% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Administration | $329.4 | $532.1 | $439.8 | $404.8 | $409.7 | ($122.4) | -23.0% |
| Employment | $461.6 | $593.6 | $603.2 | $603.2 | $607.0 | $13.4 | 2.3% |
| Benefits & Wellness | $1,008.1 | $1,167.3 | $1,303.8 | $1,303.8 | $1,311.0 | $143.7 | 12.3% |
| Compensation & Payroll | $312.8 | $310.0 | $292.4 | $292.4 | $296.3 | ($13.7) | -4.4% |
| Total Expenditures | $2,111.9 | $2,603.0 | $2,639.2 | $2,604.2 | $2,624.0 | $21.0 | 0.8% |

| FULL TIME AUTHORIZED POSITIONS | | | | | | |
|---|---|---|---|---|---|---|
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
| Human Resources | 21 | 21 | 21 | 21 | 21 | 0 |

# INDEPENDENT AGENCIES

## BUDGET HIGHLIGHTS

The FY19 Budget includes $3,790,125 from the General Fund to support Independent Agencies. A total of $2,914,140 is included in the Hotel/Motel Tax Special Revenue Fund for Independent Agencies. Project Safe is budgeted to receive $26,000 in FY19 from fine revenues designated for victim assistance programs under State Law.

| General Fund | | FY19 |
|---|---|---|
| Advantage Behavioral Health Systems | | $ 180,206 |
| Athens-Clarke County Libraries | | 2,002,263 |
| Athens Community Council on Aging, Inc. (Operating & Capital) | | 287,300 |
| Athens Cultural Affairs Commission | | 21,000 |
| Athens Neighborhood Health Center | | 100,000 |
| Athens Tutorial Program | | 3,500 |
| Clarke County Public Health Department | | 946,354 |
| Department of Family & Children Services | | 208,600 |
| Oconee Rivers Greenway Commission | | 16,500 |
| United Way of Northeast Georgia 2-1-1/Community Connection | | 24,402 |
| | Subtotal | $ 3,790,125 |
| **Hotel/Motel Tax Special Revenue Fund** | | |
| Athens Convention & Visitors Bureau | | $ 1,068,280 |
| Classic Center Authority | | 1,845,860 |
| | Subtotal | $ 2,914,140 |
| **Special Programs and Initiatives Fund** | | |
| Project Safe | | $ 26,000 |
| | TOTAL | $ 6,730,265 |

Indigent Defense Services: Since FY05, ACCUG has contracted with the Georgia Public Defender Standards Council for indigent defense services. Funding for indigent defense in FY19 is $1,707,144, an increase of $73,022 (4.4%) more than the FY18 contract amount.

Athens Downtown Development Authority (ADDA): ACCUG contracts with ADDA to manage parking services in the Downtown District. This contract is overseen by the Central Services Department with funding information listed under that department.

Additional information on the Government's funding of Independent Agencies from the General Fund and Hotel/Motel Tax Special Revenue Fund is provided in Section "F" of this document.

# INFORMATION TECHNOLOGY

## MISSION

To empower the Athens-Clarke County Unified Government's responsible stewardship of the community's resources by leveraging secure, effective technology, innovative leadership, and quality support.

## PERFORMANCE MEASURES

| FY2019 IT Department Performance Snapshot | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Performance Measures** | **Goal** | **2015** | **2016** | **2017** | **Proj. 2018** | **Proj. 2019** | **Comments or Analysis** |
| **To empower the Athens-Clarke County Unified Government's stewardship of the community's resources by leveraging secure, effective technology,** | | | | | | | |
| Gain and then maintain a virtual server to physical server ratio of 3:1 (75% virtual: 25% physical) | 3V:1P (75%) | 0V:108P | 0V:114P | 77V:39P (66%) | 109V:47P (70%) | 130V:40P (77%) | A physical server is a single server operating system on a single piece of hardware. A virtual server is an encapsulated operating system that shares a single piece of hardware with other virtual servers. FY17 was the first year of virtual machines. Moving forward, IT will look to virtual servers to maximize hardware investment and reduce data center power and cooling. |
| % of IT projects completed on schedule and within budget | 100% | 83.4% on 6 projects | 100% on 10 projects | 100% on 7 projects | 100% on 6 projects | 100% | IT projects are initiated and funded by the IT Department. They are large in scope, and used to support the IT needs of the government. As good stewards of county resources, IT works hard to finish within budget by the projected date. |
| % of network computing devices using high efficiency power supplies | 100% | 0% | 0% | 13% | 25% | 37% | As good stewards of county resources, IT has adopted a green initiative to reduce power consumption throughout the government. |
| **and quality customer support.** | | | | | | | |
| % of work orders resolved within 24 hrs | 87% | 86% | 89% | 86% | 87% | 87% | Providing responsive, quality support by solving problems quickly. |
| % of infrastructure uptime | 99% | 98% | 99% | 99% | 99% | 99.9% | Infrastructure up time is the basic building block to supplying effective technology. 99% availability allows 3 days, 15 hours and 40 minutes of aggregate downtime per year. 99.9% availability allows 8 hours, 46 minutes per year. 99.99% availability allows 52 minutes, 36 seconds of aggregate downtime. |
| Keep latency < 5 ms between data centers | < 5 ms | NA | NA | NA | 3ms | 3ms | Latency is the time it takes for a packet to traverse the network to its destination. Very important to maintain this low latency figure to support our hyperconverged environment, and eventually VoIP. |
| Replace devices at the end of their 4 year useful life. | 50% of devices at the end of their lifecycle. | 67% | 67% | 68% | 62% | 50% | Industry standards consider3-4 years of service to be the end of life cycle, but ACC doesn't replace the device until year 6 as a cost control measure. Squeezing out 6 years on the majority of devices saves approx $100,000 annually. |

# INFORMATION TECHNOLOGY

## BUDGET HIGHLIGHTS

The FY19 Budget reflects a reduction of $65,000 as a result of technology changes that have reduced the dependency on legacy equipment. For FY19, $75,000 was shifted from several departments to IT to provide funding to cover the operating costs for new GIS software. In addition to funding from the General Fund, the IT Budget includes $104,700 in the Special Revenues Programs Fund to support the Police Department's mobile computer program. Funding for this program comes from revenues from red light camera violations. The IT Department also includes a position funded through the Water and Sewer Fund.

## REVENUE and EXPENDITURE BUDGET

| **Information Technology** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Charges For Services | $77.0 | $0.0 | $43.1 | $43.1 | $43.1 | $43.1 | -- |
| Water & Sewer Fund | $0.0 | $63.4 | $56.8 | $56.8 | $57.1 | ($6.3) | -9.9% |
| Total Revenues | $77.0 | $63.4 | $99.9 | $99.9 | $100.2 | $36.8 | 58.0% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $1,419.3 | $1,538.4 | $1,742.5 | $1,742.5 | $1,764.7 | $226.3 | 14.7% |
| Operating | $1,390.3 | $1,787.9 | $1,788.3 | $1,723.3 | $1,798.2 | $10.3 | 0.6% |
| Total Expenditures | $2,809.6 | $3,326.3 | $3,530.8 | $3,465.8 | $3,562.9 | $236.6 | 7.1% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Information Technology | $2,809.6 | $3,326.3 | $3,530.8 | $3,465.8 | $3,562.9 | $236.6 | 7.1% |
| Total Expenditures | $2,809.6 | $3,326.3 | $3,530.8 | $3,465.8 | $3,562.9 | $236.6 | 7.1% |
| FULL TIME AUTHORIZED POSITIONS | | | | | | | |
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL | |
| Information Technology | 19 | 23 | 23 | 23 | 23 | 0 | |

## CAPITAL BUDGET

| Page | Project | Budget |
|---|---|---|
| D-42 | Information Technology Equipment Replacement Program | 290,000 |
| D-43 | Replace/Upgrade Enterprise Resource Planning Software | 116,000 |

# JUVENILE COURT

## MISSION

The purpose of Georgia's Juvenile Courts is to secure for each child who comes within the jurisdiction of the court such care and guidance, preferably in his own home, as will secure his or her moral, emotional, mental, and physical welfare as well the safety of both the child and the community. The intention of the General Assembly of Georgia in creating the juvenile code is to strengthen and preserve family relationships, countenancing the removal of a child from his or her home only when state intervention is essential to protect such child and enable him or her to live in security and stability. (O.C.G.A. 15-11-1, Effective January 1, 2014.)

The mission of the Athens-Clarke County Juvenile Court is to protect the well-being of the child under the Court's jurisdiction, providing guidance and control as necessary, while balancing the needs and best interest of the community, while fulfilling the intent of the newly rewritten Juvenile Code.

## GOAL

The goal of the Athens-Clarke County Juvenile Court is to serve the community and the children whose cases are before the court by balancing the requirements of law, the best interest of the child and the community, and to fulfill the mandated requirements of the newly rewritten juvenile code within the bounds of the resources provided by the Athens-Clarke County Government.

## OBJECTIVES

- Protect the community
- Promote accountability for violations of law
- Provide treatment and rehabilitation and equip juvenile offenders with the ability to live responsibly and productively
- In every proceeding to guarantee due process of law, as required by the Constitutions of the United States and the State of Georgia, through which every child and his or her parent and all other interested parties are assured fair hearings at which legal rights are recognized and enforced.

## PERFORMANCE MEASURES

| | CY14 | CY15 | CY16 | CY17 | Forecast CY18 |
|---|---|---|---|---|---|
| | | | | | |
| All Case Types Disposed | 1422 | 1753 | 2051 | 2123 | 2200 |
| Delinquent cases filed | 835 | 856 | 1001 | 1104 | 1150 |
| Delinquent cases disposed | 766 | 1019 | 1100 | 964 | 1050 |
| All Case Types Filed | 1811 | 1827 | 2064 | 2253 | 2351 |
| Unruly Cases Disposed | 180 | 27 | 62 | 78 | 94 |
| Traffic Cases Filed | 150 | 194 | 234 | 122 | 180 |
| Traffic Cases Disposed | 98 | 202 | 201 | 79 | 201 |
| Deprivation/Dependency Cases Filed | 665 | 719 | 898 | 934 | 925 |
| Deprivation/Dependency Cases Disposed | 344 | 473 | 545 | 592 | 680 |
| Termination of Parental Rights Filed | 32 | 35 | 37 | 21 | 28 |
| Termination of Parental Rights Disposed | 26 | 19 | 21 | 22 | 22 |
| Special Proceedings filed | 27 | 23 | 19 | 72 | 68 |
| Special Proceedings Disposed | 8 | 13 | 9 | 42 | 28 |

# JUVENILE COURT

## BUDGET HIGHLIGHTS

The FY19 Budget includes $20,000 for funding of the Peer Court program, which was formerly funded through a grant. It also reflects a reduction of $11,600 for Court Ordered Fees and Indigent Defense. The court also requested a Program Coordinator for Family Dependency Court ($66,000) and a Senior Case Management Specialist for the Treatment and Accountability Court ($50,000). These requests were not approved.

## REVENUE and EXPENDITURE BUDGET

| **Juvenile Court** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Intergovernmental | $227.6 | $53.0 | $42.0 | $42.0 | $42.0 | ($11.0) | -20.8% |
| Total Revenues | $227.6 | $53.0 | $42.0 | $42.0 | $42.0 | ($11.0) | -20.8% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $274.7 | $327.3 | $500.6 | $384.4 | $389.3 | $62.0 | 18.9% |
| Operating | $483.7 | $254.7 | $274.7 | $263.1 | $263.1 | $8.4 | 3.3% |
| Total Expenditures | $758.4 | $582.0 | $775.3 | $647.5 | $652.4 | $70.4 | 12.1% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Juvenile Court | $758.4 | $582.0 | $775.3 | $647.5 | $652.4 | $70.4 | 12.1% |
| Total Expenditures | $758.4 | $582.0 | $775.3 | $647.5 | $652.4 | $70.4 | 12.1% |
| FULL TIME AUTHORIZED POSITIONS | | | | | | | |
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL | |
| Juvenile Court | 4 | 5 | 7 | 5 | 5 | 0 | |

# LEISURE SERVICES

## MISSION

The mission of the Athens-Clarke County Leisure Services Department is to build a healthier and more livable community by creating opportunities to learn, to create and to play in quality parks, programs and facilities that are valued by our citizens.

## GOALS

- Augment General Fund support by increasing reliance on grants, sponsors and partners to grow programs and services; affect policy change that provides opportunity for new revenue streams.
- Develop and implement a comprehensive plan to address issues identified in the department's 2017 Performance Audit for Leisure Services.
- Develop and implement a Department Vision Statement; evaluate and align all programs and services to support the adopted department vision.
- Enhance the department's sense of value and position in the community by improving operational outcomes in the areas of marketing, branding, and public information.
- Cultivate and implement methods to improve the department's culture and staff morale/retention.
- Evaluate capital needs and develop project proposals for inclusion to the 2019 SPLOST referendum. Work with community partners on their department related project requests.

## OBJECTIVES

- Research and submit applications for a minimum of six new grants; cultivate and develop additional community sponsorships and partnerships to enhance collaborations supporting program development and/or facility improvements.
- Implement a new cost recovery methodology and pricing policy to evaluate and adjust fee structures for programs and facility rentals that address approved community versus individual benefits while maintaining competitive market rates.
- Develop and implement an organizational restructuring of the department to best serve community needs and support the recommendations presented in the 2017 Performance Audit for Leisure Services.
- If approved by the Mayor and Commission in the FY19 Budget, execute professional services contracts to create a Leisure Services Strategic Plan and implement a Computerized Maintenance Management System (CMMS) as identified in the 2017 Performance Audit for Leisure Services.
- Collect and review customer surveys to support identification of expressed underserved needs; analyze all department operations to ensure alliance with the adopted Department Vision Statement.
- Complete and implement the first phase of a marketing plan that expands the use of social media to enhance outreach to a younger, presently underserved clientele; pursue and cultivate avenues to strengthen departmental branding and to share positive experiences, opportunities, and stories about the department.
- Employ strategies such as employee recognition and performance reward programs and the provision of additional training opportunities in support of continuous efforts to positively impact the department's culture and staff morale/retention.
- Meet with each community partner to evaluate relationships and set goals to maximize service for park patrons.

# LEISURE SERVICES

## PERFORMANCE MEASURES

| Performance Measure | GOAL | FY13 | FY14 | FY15 | FY16 | FY17 | Comments or Analysis |
|---|---|---|---|---|---|---|---|
| **WE BUILD A HEALTHIER AND MORE LIVABLE COMMUNITY** | | | | | | | |
| Acres of park land per 1,000 citizens | 9.6 acres per 1,000 residents | 21.36 | 21.36 | 21.36 | 21.36 | 21.42 | NRPA Benchmark, Latest census totals 116,714 residents; includes developed and undeveloped land (2,500 acres currently) |
| Acres of developed land for recreation | Data Only | 1,962 | 1,973 | 1,973 | 1,973 | 1,973 | FY18 mid-year includes the addition of phase 1 of Firefly Trail |
| Acres of undeveloped land for conservation | Data Only | 520 | 520 | 520 | 520 | 527 | FY18mid-year includes 25 acres for Matthew Motors property |
| # of developed parks per residents | 1 for every 2,266 residents | 1 for every 5,836 residents | 1 for every 5,836 residents | 1 for every 5,836 residents | 1 for every 5,836 residents | 1 for every 5,836 residents | NRPA Benchmark, Any site with added recreation amenities; 20 developed sites for public access; 21 in FY18 mid-year with Rails to Trails addition |
| Miles of bike and walking trails | Data Only | 35 | 35 | 40 | 40 | 40 | FY18 mid-year added 1 mile of Rails to Trails |
| **WE CREATE OPPORTUNITIES TO LEARN, CREATE, AND PLAY** | | | | | | | |
| # of programs offered | Data Only | NA | NA | NA | 967 | 978 | |
| # of program participants | Data Only | NA | NA | NA | 15,923 | 16,104 | |
| # of aquatic visitors | Data Only | 28,082 | 39,796 | 38,670 | 32,630 | 38,934 | |
| # of scholarship participants | Data Only | 1,138 | 1,106 | 1,086 | 971 | 1,328 | Number of participants is anticipated to decrease based on policy changes in FY18 |
| Scholarship discount % of total program revenue | Data Only | 27% | 24% | 23% | 24% | 22% | Percentage of discounts is anticipated to decrease based on policy changes in FY18 |
| Number of grants awarded | ≥15 | 2 | 2 | 3 | 7 | 4 | This number is anticipated to increase due to the hiring of Development & Outreach Coordinator |
| Cash value of grants awarded | $150,000 | $20,500 | $35,000 | $80,050 | $78,205 | $13,673 | This number is anticipated to increase due to the hiring of Development & Outreach Coordinator |
| Value of donations & sponsors | $100,000 | $46,887 | $35,876 | $21,663 | $23,735 | $44,871 | This number is anticipated to increase due to the hiring of Development & Outreach Coordinator |
| # of volunteers & volunteer hours | ≥ 2,000<br>≥ 40,000 hrs | 4824<br>25,382 hrs | 1701<br>20,040 hrs | 1652<br>24,091 hrs | 1507<br>22,417 hrs | 1432<br>30,213 hrs | The number should increase when we fill the vacant Volunteer Specialist position |
| Monetary value for volunteers | Data Only | $564,750 | $445,890 | $555,779 | $528,145 | $736,849 | Hourly value of $24.14 is from Independent Sector, a National Volunteer Advocacy Organization |
| **WE PROVIDE QUALITY PARKS, PROGRAMS, AND FACILITIES THAT ARE VALUED BY OUR CITIZENS** | | | | | | | |
| Annual operating budget per capita | $77.32 of annual operating per capita | 63.44 | 61.60 | 61.69 | $62.67 | $65.01 | NRPA Benchmark |
| Revenue vs Expenditures | ≥ 20% | 13% | 15% | 15% | 15% | 16% | |
| # of FT staff per 10,000 residents 7.3 Staff members | 7.3 = 100% | 92% | 86% | 86% | 86% | 86% | NRPA Benchmark, FY18 budget reallocates one position to the Sustainability Office and adds another through SPLOST |
| Recreation user satisfaction | 90% | NA | NA | NA | 97% | 97% | FY16 and FY17 represent summer camps only; staff will begin surveys for all programs in FY18 |
| # of facility rentals (includes special events) | Data Only | NA | NA | NA | 1,755 | 1,869 | |
| % of repeat program participants | ≥ 90% | NA | NA | NA | 69% | 85% | This number may reduce due to cap limits in the new scholarship program |

# LEISURE SERVICES

## BUDGET HIGHLIGHTS

The FY19 Approved Budget includes $70,700 to fully fund a full year for the additional grounds maintenance crew that was funded for the last quarter of FY18 to support the SPLOST funded Greenway. The budget also includes $25,000 of additional funding for expanded summer activities/events for youth and shifts half of the funding for Star Spangled Classic Fireworks, $20,000, to the Hotel/Motel Fund. Leisure Services programs are estimated to generate revenues of $1,156,737 in FY19, a slight increase from the FY18 amount.

As Part of the FY19 Budget, Leisure Services is undergoing a reorganization at the direction of the Commission.

## CAPITAL BUDGET

| Page | Project | Budget |
|---|---|---|
| D-47 | Pavement Repair and Maintenance | 30,000 |
| D-49 | New Vehicle (Truck) Purchase | 32,000 |
| D-50 | System-Wide Strategic Plan (New) | 40,000 |

## REVENUE and EXPENDITURE BUDGET

| Leisure Services | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Charges For Services | $1,157.1 | $1,112.6 | $1,171.7 | $1,156.7 | $1,156.7 | $44.1 | 4.0% |
| Other | $44.3 | $10.0 | $52.6 | $52.6 | $52.6 | $42.6 | 426.0% |
| Total Revenues | $1,201.4 | $1,122.6 | $1,224.3 | $1,209.3 | $1,209.3 | $86.7 | 7.7% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $5,284.6 | $5,660.0 | $5,705.7 | $5,705.7 | $5,787.1 | $127.1 | 2.2% |
| Operating | $2,083.7 | $2,134.1 | $2,169.9 | $2,117.9 | $2,115.4 | ($18.7) | -0.9% |
| Total Expenditures | $7,368.3 | $7,794.1 | $7,875.6 | $7,823.6 | $7,902.5 | $108.4 | 1.4% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Administration | $1,003.7 | $1,110.5 | $1,068.9 | $1,068.9 | $2,166.3 | $1,055.8 | 95.1% |
| Arts & Nature | $1,717.8 | $1,811.3 | $1,802.9 | $1,802.9 | $0.0 | ($1,811.3) | -100.0% |
| Arts | $0.0 | $0.0 | $0.0 | $0.0 | $1,314.6 | $1,314.6 | -- |
| Park Services | $1,818.1 | $1,909.1 | $1,947.7 | $1,947.7 | $0.0 | ($1,909.1) | -100.0% |
| Recreation | $2,828.7 | $2,963.2 | $3,056.1 | $3,004.1 | $2,645.7 | ($317.5) | -10.7% |
| Nature | $0.0 | $0.0 | $0.0 | $0.0 | $1,775.9 | $1,775.9 | -- |
| Total Expenditures | $7,368.3 | $7,794.1 | $7,875.6 | $7,823.6 | $7,902.5 | $108.4 | 1.4% |
| FULL TIME AUTHORIZED POSITIONS | | | | | | | |
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL | |
| Leisure Services | 73 | 73 | 73 | 73 | 73 | 0 | |

# MAGISTRATE'S COURT

## MISSION

The Mission of the Magistrate Court is to deliver justice to the citizens of Athens-Clarke County by:

(1) Ruling on disputed civil claims or approving mutual settlements in civil cases involving:

(a) Claims up to $15,000;
(b) Dispossessory proceedings between landlords and tenants;
(c) Abandoned motor vehicle foreclosures;
(d) Personal property foreclosures; and
(e) Garnishments.

(2) Managing preliminary matters in criminal cases by:

(a) Having a judge available 24 hours a day, seven days a week (including holidays) to consider requests for the issuance of arrest warrants and search warrants in misdemeanor and felony cases;
(b) Conducting hearings seven days a week (including holidays) to set bail for persons arrested, including the imposition of special conditions of pre-trial release;
(c) Communicating with victims of domestic violence and victims of other violent or sex crimes to determine safety issues prior to consideration of bail;
(d) Presiding over felony preliminary hearings;
(e) Presiding over warrant application hearings brought by both private citizens and law enforcement officials;
(f) Assigning a Superior Court Judge to each criminal case where bond has been set by a Magistrate Court Judge (by Special Order of the Superior Court Judges, entered January 10, 2005).
(g) Assigning a State Court Judge to each criminal case where bond has been set by a Magistrate Court Judge (by Special Order of the State Court Judges, entered December 20, 2016).
(h) Conducting hearings to set bail for persons arrested after indictment (true bill) by the grand jury on cases where the Magistrate Judge would otherwise have the authority to set bail (by Special Order of the Superior Court Judges, entered January 11, 2006).

(3) Appointing defense counsel and presiding over the trial, sentencing, and probation revocation hearings in cases involving misdemeanor deposit account fraud ("bad checks") up to $1,500.

## GOALS AND OBJECTIVES

**Goal #1**
Continue to provide the highest level of services to the public by maximizing office efficiency and accuracy.

**Objective #1**

(a) Employ clerk staff sufficient to meet the operational needs of the Court.
(b) Train new employees.
(c) Continue to meet all statutory mandates for the scheduling and resolution of cases.
(d) Maintain a current calendar with no backlog of pending cases.
(e) Continue to maintain clerical errors and omissions below 5%. Continue to maintain errors on Statement of Claims, Dispossessory Warrants and Warrant Applications below 6%.

**Goal #2**
Continue to seek input both internally from department staff and externally from the judicial and legal community, the business community, and other interested parties on ways to improve the operation of the court, and make ongoing revisions to court procedures and court policies to implement the suggestions.

# MAGISTRATE'S COURT

**Objective #2**

(a) Continue to hold quarterly staff meetings and receive input from the judges and court staff on department policies and procedures.
(b) Schedule periodic forums with members of the legal community, business community, and other interested parties to solicit input on ways to improve court operations.
(c) Continue to participate in the training of new police officers and sheriff's deputies on court procedures.
(d) Maintain open communication and coordination with all law enforcement.

**Goal #3**
Maximize the use of computer technology and the Internet to enhance and streamline court functions.

**Objective #3**

(a) Maintain and update the court's webpage to ensure public access to information about the Magistrate Court, including links to frequently requested forms.
(b) Continue using the Electronic Warrant Interchange (EWI) program for efficient issuance of warrants.
(c) Continue using specialized software for access to police reports, which reduces paperwork, reduces the workload of police and court staff, and protects unauthorized release of information.
(d) Providing Court documents for use in the County Law Library.

**Goal #4**
Develop and implement new data management system with SPLOST funds.

**Objective #4**

(a) In coordination with court, jail and law enforcement staff, develop data exchange system for sharing criminal records information.
(b) Work with Court Administrator to develop and implement a new case management system to manage civil cases, garnishments, and to promote other automated processing.
(c) Implement imaging project for all case files stored off-site.

# MAGISTRATE'S COURT

## PERFORMANCE MEASURES

| | Actual | | | CY 17 Performance Measures | |
|---|---|---|---|---|---|
| | CY15 | CY16 | CY17 | Goal | Actual |
| **Goal #1** | | | | | |
| Warrant Application Filings | 416 | 265 | 214 | | |
| Criminal Arrest Warrants | 6,565 | 6,734 | 7,184 | | |
| Search Warrants | 300 | 382 | 364 | 80% Returned | **90.0%** |
| Criminal Hearings | 3,382 | 3,246 | 3,313 | 5% Error Rate | **5.3%** |
| Civil Filings | 5,283 | 6,231 | 5,649 | 5% Error Rate | **4.3%** |
| Civil Hearings | 2,151 | 2,309 | 2,302 | 5% Error Rate | **4.5%** |
| Garnishment Answers | 2,075 | 1,807 | 2,200 | 5% Error Rate | **1.0%** |
| | | | | | |
| **Goal #2** – Quarterly Staff Meetings | 100% | 100% | 100% | 100% | 100% |
| Annual Community Meeting | | | 100% | 100% | 100% |
| | | | | | |
| **Goal #3** – Technology | | | | | |
| Magistrate Court Web Page Views | 11,242 | 12,925 | 9,616 | 10% Increase | Not Met |
| Arrest Warrants by EWI | 4,613 | 5,205 | 5,486 | 80% | 94% |
| Blood Search Warrants by EWI | 26 | 30 | 10 | 100% Returned | Met |
| Dispossessory E-Filing | 280 | 176 | 279 | 10% Increase | 58% |
| Public use of County Law Library (New) | | | | | |
| | | | | | |
| **Goal #4** | | | | | |
| Data Exchange | 85% | 90% | 90% | 90% | Met |
| New case management system | 50% | 80% | 80% | 100% | Not Met |
| Imaging & Scanning (Off-site Files) | 0% | 20% | 20% | 20% | Met |
| Financials (transactions in dollars) | $877,254 | $922,462 | $993,315 | 5% Increase | 8% |

# MAGISTRATE'S COURT

## BUDGET HIGHLIGHTS

For FY19, Magistrate Court includes a part-time Garnishment Clerk ($25,000) due to the increased workload resulting from a change in State law. The court also requested an additional $8,400 in additional operating funds, which was not approved. There are no other significant changes to the FY19 Budget for Magistrate Court.

## REVENUE and EXPENDITURE BUDGET

| **Magistrate's Court** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Charges For Services | $356.6 | $330.0 | $380.0 | $380.0 | $380.0 | $50.0 | 15.2% |
| Total Revenues | $356.6 | $330.0 | $380.0 | $380.0 | $380.0 | $50.0 | 15.2% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $714.9 | $746.8 | $796.7 | $772.1 | $803.2 | $56.4 | 7.6% |
| Operating | $59.3 | $59.5 | $69.1 | $60.7 | $60.7 | $1.2 | 2.0% |
| Total Expenditures | $774.2 | $806.3 | $865.8 | $832.8 | $863.9 | $57.6 | 7.1% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Court Operations | $465.9 | $482.6 | $521.8 | $488.8 | $519.3 | $36.7 | 7.6% |
| Judge's Office | $308.3 | $323.7 | $344.0 | $344.0 | $344.6 | $20.9 | 6.5% |
| Total Expenditures | $774.2 | $806.3 | $865.8 | $832.8 | $863.9 | $57.6 | 7.1% |

| FULL TIME AUTHORIZED POSITIONS | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
|---|---|---|---|---|---|---|
| Magistrate's Court | 11 | 11 | 11 | 11 | 11 | 0 |

# MANAGER'S OFFICE

## MISSION & GOALS

The Office of the Manager is responsible for the implementation of all policies, programs, contracts, ordinances, and resolutions as approved and directed by the Mayor and Commission. This office performs the administrative functions of the government which support the activities of the Mayor and Commission. The ACCUG Charter dictates the authority and the responsibility of the Manager.

## GOALS/OBJECTIVES

During FY18, the Manager's Office will focus on the following goals and objectives:

1. Guide the organization to produce a positive year-end fund balance while minimizing operational and service delivery interruptions.
2. Continue to monitor and evaluate both short-term and long-term financial projections and develop recommendations to meet future operational challenges and/or opportunities.
3. Assist in finalizing the TSPLOST referendum and if approved, establishing the implementation plan.
4. Work with the Transit Department to complete the countywide transit study and evaluate budgetary resources associated with its recommendations.
5. Continue the management of the SPLOST 2011 Program and pursue the closeout phase of the 2000 and 2005 Programs.
6. Support the Public Utilities Department in the implementation of the Advanced Metering Infrastructure (AMI) Project, evaluating potential future water source alternatives, and implementing the service delivery plan.
7. Continue to support the Solid Waste Department's efforts to refine and enhance solid waste reduction efforts in an effort to meet defined Mayor and Commission goals. Adjust rates to fully realize revenue recovery in each cost center.
8. Work with relevant departments to begin conversion to a fully digital plans review process.
9. Work with the Youth Development Task Force to identify opportunities for at-risk youth.
10. Monitor ACCUG's ability to maintain competitive market wage adjustments and benefits to retain employees and participate in the comprehensive wage and salary study.
11. Facilitate the implementation of the Sustainability Office and support the completion of the Sustainability Plan.
12. Coordinate the establishment of the Geographic Information Office to include a Geographic Information Officer and support the transition to a more centralized model of GIS governance.
13. Implement a performance metrics initiative tied to the M&C Strategic Commitments.
14. Coordinate and cooperate with Office of Operational Analysis studies in order to seek improvements to government functions and efficiencies.
15. Identify funding and partnership opportunities to implement various Corridor study recommendations (Atlanta Hwy, Lexington Rd, Prince Ave).
16. Monitor and report on progress of the FY18 M&C Goals and Strategies, establish a link with ongoing agenda items, and assist with establishing the FY19 budget goals.
17. Assist in the coordination and schedule of a call for projects for the next SPLOST referendum (March 2019).
18. Continue to work with economic development staff to capture new prospects and encourage growth of existing business and industry.
19. Encourage the Police Department to continually strengthen its culture of community oriented policing and to conduct its operations in an open and transparent manner.
20. Support the plan development and implementation strategies for Envision Athens and the Planning Department's efforts on the Comprehensive Plan.
21. Foster leadership development and new initiatives within the Unified Government through the Innovation Ambassador program and participating in the Alliance for Innovation.

22. Continue to explore options to engage, educate, and inform citizens of Athens-Clarke County regarding the functions, policies, and programs of the Unified Government (i.e. Citizens Academy).
23. Continue to staff and advise the Government Operations Committee and Legislative Review Committee.
24. Work towards the development of the Athens-Clarke County Emergency Management Plan 5-year update.
25. Work towards implementation of the City Works platform for PUD, Leisure Services, Central Services, and T&PW.
26. Support the efforts of Organizational Development to implement a meaningful Executive Coaching Program and organizational succession plan.
27. If approved by the voters, assist in the coordination and implementation of the TSPLOST program.

## PERFORMANCE MEASURES

### Public Information Office

| *Performance Measure* | *Goal* | *FY13* | *FY14* | *FY15* | *FY16* | *FY17* | *FY18 (Q1)* | *FY18 (Pace)* | *FY18 (Q1) Notes* |
|---|---|---|---|---|---|---|---|---|---|
| **The Public Information Office provides clear and open communications through a variety of outlets about the government's goals, activities, and services** | | | | | | | | | |
| Website visitors | *Data Only* | N/A | 1.49 million | 1.60 million | 1.80 million | 1.89 million | 532,000 | 1.01 million | |
| Website pageviews | *Data Only* | N/A | 4.46 million | 4.12 million | 4.54 million | 4.23 million | 1.15 million | 2.12 million | |
| Website notification subscriptions (all notifications) | *Data Only* | N/A | 24,466 (1/1/14) | 27,145 (1/1/15) | N/A | 33,878 (6/14/17) | N/A | 36,854 | |
| Number of downloads from website | *Data Only* | N/A | 558,721 | 1.1 million | 685,795 | 732,801 | 250,072 | 621,022 | |
| NewsFlashes distributed | *52* | 67 | 56 | 59 | 61 | 52 | 40 | 58 | |
| NewsFlash items posted on accgov.com homepage | *75* | N/A | N/A | N/A | N/A | 50 (11/16 - 6/17) | 57 | 108 | |
| Number of social media accounts managed (@accgov) | *Data Only* | N/A | N/A | N/A | N/A | 8 | 8 | 8 | |
| Social media following/subscribers for main ACC accounts | *TBD* | N/A | N/A | N/A | N/A | N/A | N/A | 10,468 | Twitter, Instagram, Facebook, LinkedIn, YouTube, Vimeo |
| Minutes of video watched on social media | *Data Only* | N/A | N/A | N/A | N/A | N/A | 29,788 | 60,921 | |
| Hours of Mayor & Commission meetings broadcast / streamed | *Data Only* | 29:18 | 28:24 | 28:57 | 43:54 | 48:17 | 17:55 | 28:59 | |
| Minutes of non-meeting video produced | *360* | N/A | N/A | N/A | N/A | 236 (11/16 - 6/17 | N/A | 229:37 | |
| Number of offices featured in videos \| newsflashes \| homepage | *TBD* | N/A | N/A | N/A | N/A | 7 \| 20 \| 19 | N/A | 17 \| 14 \| 14 | Offices include departments and divisions |
| Number of film project inquiries assisted | *Data Only* | N/A | N/A | 7 | 11 | 23 | 6 | 10 | |
| Number served in outside group presentations, panels & tours | *Data Only* | N/A | N/A | N/A | N/A | N/A | 10 | 65 | |
| Public digital displays managed | *Data Only* | 9 | 9 | 9 | 9 | 9 | 9 | 7 | GDOL & DFCS do not currently display ACTV |
| **and coordinates and collaborates with other departments' communications staff.** | | | | | | | | | |
| Number of department website liaisons trained | *Data Only* | 144 | N/A | 56 | 15 | 13 | 0 | 9 | |
| Number of department social media liaisons trained (SM@RT Team) | *Data Only* | N/A | N/A | N/A | 16 | 22 | 5 | 8 | |
| Number of social media accounts monitored | *Data Only* | N/A | N/A | N/A | N/A | 70 | 73 | 73 | |
| Number of locations claimed and monitored in Google Business | *Data Only* | N/A | N/A | N/A | N/A | N/A | N/A | 82 | |
| Social Media Resource & Training (SM@RT) Team Best Practice & Training Session Hours | *8* | N/A | N/A | N/A | N/A | 6 | 4 | 7.5 | |

# MANAGER'S OFFICE

## Organizational Development

| *Performance Measure* | *Goal* | *FY17* | *Reference* |
|---|---|---|---|
| **To inspire immediate and lasting change** | | | |
| % of team building retreat participants that noted increased teamwork | *75%* | | |
| % of Departments that submit quarterly data for performance measurement (WWC) | *60%* | | |
| % of OD participants that would recommend OD initiative to others | *85%* | | |
| # of employees participanting in continuous improvement training | *10500%* | | |
| To increase workforce knowledge, skills and abilities | 50% | | |
| % of no cost process improvement recommendations implemented with in 6 months of graduation of Innovation Ambassadors | 40% | | |
| Estimated annual organizational savings due to implementation of Innovation Ambassadors process improvement final projects | % | | |
| Estimated annual organizational savings due to implementation of OD Leadership course participants process improvement final projects | $16,000 | | |
| Estimated annual organizational time savings( soft costs) due to implementation of Innovation Ambassadors process improvement final projects. | 120 hours | | |
| Estimated annual organizational time savings( soft costs) due to implementation of OD Leadership classes process improvement final projects. | 40 hours | | |
| % of no cost process improvement recommendations implemented with in 6 months of final approval by OD Leadership course students | *40%* | | |
| **with Talent Development Initiatives** | | | |
| Retention of Innovation Ambassadors in 12 month program period | *90%* | | |
| % of employees reached through OD initiatives | *60%* | | |
| % of class capacity filled | *100%* | | |
| % of OD participant course completion rate | *85%* | | |
| Total # of participants reached through OD programs | *550* | | |
| Total # of participants in Executive Coaching | *50* | | |
| % of participants who received Executive Coaching and experienced improved performance | *75%* | | |
| | | | |
| **that motivate and empower employees** | | | |
| % of Customers who receive internal promotion after OD training | *50%* | | |
| % Of Customers Who Are "Very" Or "Extremely" Satisfied | *85%* | | |
| % of employees completing Leadership Training | *50%* | | |
| % of employees who say they receive the training needed to perform job effectively | *60%* | | |
| Average rating of OD courses by particpants (1-5 scale) | *4.6* | | |
| Increased # of qualified internal applicants for leadership roles at ACCGOV | | | |

# MANAGER'S OFFICE

## Sustainability Office

| Outcomes and Performance Measures | Current Goal | FY13 | FY14 | FY15 | FY16 | FY17 | Comments or Analsys |
|---|---|---|---|---|---|---|---|
| **We work with our staff and community to improve environmental stewardship,** | | | | | | | |
| % of the community protected as greenspace | Increasing to ≥20% by 2020 | *Under Development - FY19* | | | | | Source: ACC Sustainability Office |
| # of sites where natural area management is directed by an ecological management plans. | Increasing Annually | New for FY18 | | | | | "Ecological Management Plan" is defined as a long-term stewardship plan with defined objectives, short-term management prescriptions, and resource needs in order to achieve defined management goals. Source: ACC Sustainability Office |
| # of acres of ACC-owned natural areas under management. | Increasing | - | - | - | - | 40 | "Under Management" is defined as the implementation of intentional management actions (including taking no action) as directed by a site specific ecological management plan. Source: ACC Sustainability Office |
| % tree canopy cover in Athens-Clarke County. | ≥45% | 58.1% | 58.1% | 63.0% | 63.0% | 63.0% | As measured by ACC sampling protocol using updated aerial photographs. New aerials are flown every 5 years (FU20). Source: ACC Central Services. |
| MW of renewable energy produced on, or consumed by ACC properties | Increasing Every 3 Years | 5.853 | 5.863 | 5.863 | 5.863 | 5.883 | Source: ACC Sustainability Office |
| ACC fuel consumption per citizen served. | Decreasing Every 3 Years | - | - | - | 7.2 | 6.8 | Source: ACC Finance & Central Services |
| ACC water consumption per citizen served. | Decreasing ≤ 685 Gallons by 2050 | 696 | 857 | 791 | 744 | 737 | 685 gallons accounts for a 70% reduction from a 2007 baseline. Source: ACC Public Utilities |
| MMBtu's of ACC energy use avoided through conservation measures. | Increasing to ≥ 9,550 | 2,027 | 2,027 | 2,027 | 2,786 | 3,221 | 9,550 MBTUs accounts for a 15% reduction in facility energy use from CY2007. Source: ACC Sustainability Office |
| ACC greenhouse gas emissions per citizen served. | Decreasing at Five Year Intervals to ≥50% Reduction Over a 2005 Baseline | *Under Development - FY20* | | | | | Source: ACC Sustainability Office |
| % of citizens who commute to work by driving alone. | Decreasing to ≤60% by 2050 | . | 75.6% | 75.0% | 74.6% | 75.4% | Goal Source: STAR community rating system. Data Source: American Community Survey |
| % of ACC fleet that is hybrid or alternatively fueled. | Increasing to ≥50% by 2050 | - | - | - | - | 4.5% | Calculations exclude non-motorized, small engine tools, and heavy equipment. |
| **enhance our economy,** | | | | | | | |
| # of individuals engaged in Sustainability Office affiliated apprenticeships, internships, or job-training programs | 4 per FTE | New for FY18 | | | | | Source: ACC Sustainability Office |
| % of owner occupied homes | Data Only | 45.2% | 43.9% | 42.6% | 40.5% | 38.5% | Source: American Community Survey |
| % of people living at or below the federal poverty level. | Decreasing to ≤18.5% by 2030 | 34.9% | 36.7% | 35.7% | 36.6% | 35.2% | Goal Source: STAR community rating system. Data Source: American Community Survey |
| American Community Survey civilian labor force annual unemployment rate (%) | Data Only | 7.7% | 9.2% | 9.8% | 9.2% | 8.6% | Source: American Community Survey |
| Cumulative thousand square feet of green buildings in the community. | Increasing Every 3 Years to ≥3,000 by 2050 | 733 | 752 | 869 | 928 | 934 | Source: ACC Sustainability Office |
| % of population over 25 years with post-secondary degree attainment. | 45% | 45.2% | 44.2% | 44.6% | 45.9% | 47.0% | Goal Source: STAR community rating system. Data Source: American Community Survey |
| Value of sustained budget savings associated with energy, fleet, and water conservation projects. | $400,000 by FY29 | $72,600 | $73,700 | $75,000 | $75,900 | ######## | Source: ACC Sustainability Office |
| Value of grants, rebates, and donations affiliated with Sustainability Office activities. | Data Only | New for FY18 | | | | | Source: ACC Sustainability Office |
| **and advance social responsibility.** | | | | | | | |
| Amount of fine particulate matter in outside air | ≤12 µg/m³ | 10.6 | 10.2 | 9.7 | 8.8 | 8.2 | 24-hour PM2.5 calculated as the annual mean, averaged over 3 years. Sourced from the GA EPD air quality monitoring station located on Barnett Shoals Road. Source: Georgia DNR - EPD |
| Amount of ground level ozone found in outside air. | ≤0.070 ppm | 0.073 | 0.069 | 0.64 | 0.059 | 0.062 | Annual fourth-highest daily maximum 8-hour concentration, averaged over 3 years. Goal source: Clean Air Act. |
| # of people engaged by the Sustainability Office through in-person educational and volunteer activities. | 100 per FTE | New for FY18 | | | | | Source: ACC Sustainability Office |
| % of RS, C, O, and RM zoned properties within 1 mile of a recreational amenity. | Increasing every 3 Years to ≥70% by 2050 | *Under Development - FY20* | | | | | Source: ACC Sustainability Office |
| % of RS, and RM zones properties located with 1 mile of healthful food. | Increasing Every 3 Years ≥67% by 2050 | *Under Development - FY21* | | | | | Goal Srouce: USDA Food Desert Definition. Data Source: ACC Sustainability Office |
| % of RS, C, O, and RM zoned properties within 1 mile of transit stops or flex routes. | Increasing Every 3 Years ≥65% by 2050 | *Under Development - FY21* | | | | | Source: ACC Sustainability Office |
| % of population with health insurance coverage. | Data Only | 82.3% | 81.8% | 83.1% | 83.5% | 84.6% | Source: American Community Survey |

# MANAGER'S OFFICE

## BUDGET HIGHLIGHTS

The FY19 Approved Budget for the Manager's Office includes two new initiatives: a Public Information Office newsletter for $7,500 for the last 9 months of FY19 and $30,000 for a contracted consultant in the Sustainability Office focused on energy efficiency. There is one SPLOST operating impact for $5,000 for management costs of newly acquired properties.

## CAPITAL BUDGET

| Page | Project | Budget |
|---|---|---|
| D-57 | Website & eGovernment Enhancements | 10,000 |
| D-58 | ACTV & Multimedia Production Equipment | 20,000 |
| D-60 | Branding Initiative for the Unified Government (New) | 25,000 |

# MANAGER'S OFFICE

## REVENUE and EXPENDITURE BUDGET

| Manager's Office | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | COMMISSION $ CHG over/under 18 BUD | COMMISSION % CHG over/under 18 BUD |
|---|---|---|---|---|---|---|---|
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $1,125.9 | $1,466.5 | $1,545.1 | $1,483.2 | $1,501.9 | $35.4 | 2.4% |
| Operating | $180.1 | $403.3 | $468.6 | $385.0 | $384.9 | ($18.4) | -4.6% |
| Total Expenditures | $1,306.0 | $1,869.8 | $2,013.7 | $1,868.2 | $1,886.8 | $17.0 | 0.9% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Manager's Office | $652.1 | $769.5 | $706.7 | $706.7 | $713.8 | ($55.7) | -7.2% |
| Public Information | $279.9 | $304.6 | $388.4 | $310.3 | $313.6 | $9.0 | 3.0% |
| Emergency Management | $101.9 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | -- |
| Organizational Development | $272.1 | $281.8 | $322.1 | $287.1 | $290.2 | $0.0 | 0.0% |
| Geographic Info. Office | $0.0 | $231.6 | $238.8 | $238.8 | $241.3 | $0.0 | 0.0% |
| Sustainability Office | $0.0 | $282.3 | $357.7 | $325.3 | $327.9 | $0.0 | 0.0% |
| Total Expenditures | $1,306.0 | $1,869.8 | $2,013.7 | $1,868.2 | $1,886.8 | ($46.7) | -2.5% |

| FULL TIME AUTHORIZED POSITIONS(2) | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
|---|---|---|---|---|---|---|
| Manager's Office | 5 | 5 | 5 | 5 | 5 | 0 |
| Public Information | 3 | 3 | 4 | 3 | 3 | 0 |
| Emergency Management | 1 | 0 | 0 | 0 | 0 | 0 |
| Organizational Development | 3 | 3 | 3 | 3 | 3 | 0 |
| Geographic Info. Office | 0 | 2 | 2 | 2 | 2 | 0 |
| Office of Sustainability | 0 | 2 | 2 | 2 | 2 | 0 |

Note: In addition to the positions noted above, three positions provide support for SPLOST program administration and are funded by the SPLOST Capital Project Fund.

# MAYOR AND COMMISSION

## MISSION

The Mayor and Commission serve as the governing authority of the Unified Government of Athens-Clarke County with powers and jurisdiction throughout the territorial limits of Athens-Clarke County. The Mayor and Commission are elected to establish policy through the adoption of Ordinances and Resolutions, and are responsible for placing in effect the powers conferred by the Charter, which created the Unified Government of Athens-Clarke County; and for the promotion and protection of the safety, health, peace, security, and general welfare through ordinances, resolutions, rules, and regulations. The Mayor and Commission have the power to set tax rates and adopt a budget. It is the responsibility of the Mayor and Commission to assure the cost efficient and effective delivery of quality services to every citizen and entity in a fair and equitable manner, and to act as liaison and advocate for citizens experiencing problems with, or needing information from government services.

Clerk of Commission

The Clerk of the Commission directs the activities necessary to prepare for Commission meetings and dispenses information regarding the decisions and actions of the Commission.

## PERFORMANCE MEASURES

| | Actual | | | Forecast | |
|---|---|---|---|---|---|
| | FY14 | FY15 | FY16 | FY17 | FY18 |
| Provide support for Mayor and Commission Meetings | | | | | |
| Regular | 12 | 12 | 12 | 12 | 12 |
| Agenda | 12 | 12 | 12 | 12 | 12 |
| Special | 8 | 8 | 13 | 15 | 20 |
| | | | | | |
| Agenda items processed for Mayor and Commission staff and posting to website for public | 200 | 200 | 185 | 175 | 200 |
| | | | | | |
| Open records requests processed | | | 171 | 200 | 210 |
| | | | | | |
| Contracts processed for the Mayor's signature | 250 | 250 | 244 | 250 | 250 |
| | | | | | |
| Work requests processed | | | 205 | 200 | 300 |
| | | | | | |
| Boards, authorities and commissions applications | | | 102 | | 150 |

## BUDGET HIGHLIGHTS

The FY19 Approved Budget includes $5,000 for receptions for the Mayor & Commission and other Authorities. There are no other significant changes for FY19.

# MAYOR AND COMMISSION

## REVENUE and EXPENDITURE BUDGET

| Mayor and Commission | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | COMMISSION $ CHG over/under 18 BUD | COMMISSION % CHG over/under 18 BUD |
|---|---|---|---|---|---|---|---|
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $527.5 | $555.2 | $586.8 | $586.8 | $590.0 | $34.8 | 6.3% |
| Operating | $28.6 | $32.8 | $41.0 | $41.0 | $41.0 | $8.2 | 25.0% |
| Total Expenditures | $556.1 | $588.0 | $627.8 | $627.8 | $631.0 | $43.0 | 7.3% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Mayor | $136.8 | $137.1 | $147.5 | $147.5 | $148.4 | $11.3 | 8.2% |
| Commission | $248.9 | $275.3 | $300.3 | $300.3 | $300.3 | $25.0 | 9.1% |
| Clerk of Commission | $170.4 | $175.6 | $180.0 | $180.0 | $182.3 | $6.7 | 3.8% |
| Total Expenditures | $556.1 | $588.0 | $627.8 | $627.8 | $631.0 | $43.0 | 7.3% |

| FULL TIME AUTHORIZED POSITIONS | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
|---|---|---|---|---|---|---|
| Mayor | 1 | 1 | 1 | 1 | 1 | 0 |
| Clerk of Commission | 2 | 2 | 2 | 2 | 2 | 0 |

Note: The Mayor and 10 Commissioners are part-time positions so are not reflected in the full-time authorized numbers.

# MUNICIPAL COURT

## MISSION

The mission of the Municipal Court is to fairly, efficiently and accurately adjudicate state misdemeanor and traffic cases; county ordinance cases; and county administrative cases in accordance with the laws of the United States; the State of Georgia; and the Charter and Municipal Code of the Unified Government of Athens-Clarke County.

## GOALS

The Municipal Court's goals are to:

- Treat all who have business before the Court with courtesy and respect.
- Apply the law fairly, impartially, and efficiently.
- Deter criminal behavior and reduce recidivism through the imposition of prompt and appropriate sentences and sanctions, designed to address the individual circumstances of each case.
- Manage dockets, calendars, and processes to guarantee the timely and accurate disposition of court cases.
- Protect the integrity of the Court's proceedings and processes.
- Collect and manage public funds accurately and securely.
- Through all of these goals, to engender public confidence in the Municipal Court; for the Unified Government of Athens-Clarke County; and for the judicial system as a whole.

## OBJECTIVES

- To continue to train on and become as knowledgeable as possible about our new computer system so that we can continue to increase efficiency in court operations.
- To continue scanning old paper files into the new case management system with the goal of reducing or eliminating off-site storage costs
- To partner with other departments (Athens-Clarke County Police Department, Athens-Clarke County Probation, Athens Clarke County Clerk of Court for State and Superior Court) in linking our computer databases to allow for the free flow of information thereby increasing the accuracy of information across all departments.
- To improve the audio/visual capabilities of the Municipal Court Courtroom to allow for more effective presentation of evidence during hearings and trials and to allow for remote communication with the jail in certain types of hearings.

## PERFORMANCE MEASURES

| | Actual | | | Forecast | |
|---|---|---|---|---|---|
| | FY15 | FY16 | FY17 | FY18 | FY19 |
| Criminal/Traffic | 26,709 | 19,080 | 16,001 | 17,192 | 18,464 |
| Ordinance | 155 | 250 | 245 | 282 | 290 |
| Red Light Camera | 6,696 | 6,782 | 7,149 | 7,506 | 7,873 |
| School Bus Camera | 581 | 580 | 537 | 551 | 560 |
| Administrative Hearings | 33 | 53 | 12 | 5 | 12 |
| Parking | 4,299 | 3,241 | 3,268 | 3,299 | 3,275 |
| Total Cases | 38,473 | 29,986 | 27,212 | 28,835 | 30,474 |

# MUNICIPAL COURT

## BUDGET HIGHLIGHTS

There are no significant changes in the FY19 Budget for Municipal Court.

## REVENUE and EXPENDITURE BUDGET

| **Municipal Court** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Charges For Services | $187.8 | $280.2 | $176.3 | $176.3 | $176.3 | ($103.9) | -37.1% |
| Total Revenues | $187.8 | $280.2 | $176.3 | $176.3 | $176.3 | ($103.9) | -37.1% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $599.1 | $579.6 | $575.3 | $575.3 | $582.3 | $2.7 | 0.5% |
| Operating | $99.9 | $70.8 | $70.9 | $70.9 | $70.9 | $0.1 | 0.1% |
| Total Expenditures | $699.0 | $650.4 | $646.2 | $646.2 | $653.2 | $2.8 | 0.4% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Court Operations | $494.2 | $476.9 | $474.6 | $474.6 | $479.6 | $2.7 | 0.6% |
| Judge's Office | $204.8 | $173.5 | $171.6 | $171.6 | $173.6 | $0.1 | 0.1% |
| Total Expenditures | $699.0 | $650.4 | $646.2 | $646.2 | $653.2 | $2.8 | 0.4% |

| FULL TIME AUTHORIZED POSITIONS | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
|---|---|---|---|---|---|---|
| Municipal Court | 10 | 10 | 10 | 10 | 10 | 0 |

# OPERATIONAL ANALYSIS

## MISSION & GOALS

The Office of Operational Analysis (formerly the Auditor's Office) was created by the Charter of the Unified Government of Athens-Clarke County to "conduct a continuing internal audit of the fiscal affairs and operations of every department, office, and agency of the Unified Government." The mission of the Office of Operational Analysis is to provide quality internal audit services through independent and objective reviews and assessments of the activities, operations, financial systems, and internal accounting controls that supports the Mayor and Commission's adopted goals and strategies; to make recommendations that will improve governance, risk management, control processes, and value for money, all with the intent of enhancing the efficiency and effectiveness of government operations for the benefit of Athens-Clarke County.

## OBJECTIVES

Deliver value and impact through:

- Continuing to work with the Audit Committee
- Development of a work plan composed of relevant, important issues
- Development and application of objective reviews and operational assessments
- Actively using technology to maximize impact
- Working collaboratively with Athens-Clarke County departments and agencies
- Providing valuable recommendations for the services and programs offered
- Completing audits in a timely manner
- Striving to continuously improve performance by using modern technology

## PERFORMANCE MEASURES

| | Actual | | | Forecast | |
|---|---|---|---|---|---|
| | FY15 | FY16 | FY17 | FY18 | FY19 |
| Number of Audit Assignments/year. | 2 | 3 | 3 | 3 | 3 |
| Percent of audits plan/completed. | 0% | 50% | 100% | 100% | 100% |
| Achieve Professional Certification (CIA). | - | - | - | 1 | 2 |
| Percentage of recommendations approved per audit by the Audit Committee. | - | - | - | 80% | 80% |
| Number of recommendations past due. | - | - | - | | |
| Percentage of Surveys responses sent/received. | - | - | - | 80% | 80% |
| Attend two professional conferences/meet annual CPE requirement. | - | 0% | 100% | 100% | 100% |

# OPERATIONAL ANALYSIS

## BUDGET HIGHLIGHTS

The FY19 Budget for Operational Analysis includes an increase of $13,500 for office equipment, travel and education. There were no other significant changes for the department for FY19.

## REVENUE and EXPENDITURE BUDGET

| **Operational Analysis** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $175.3 | $225.7 | $250.4 | $250.4 | $253.8 | $28.1 | 12.5% |
| Operating | $68.4 | $13.4 | $26.9 | $26.9 | $26.9 | $13.5 | 100.7% |
| Total Expenditures | $243.7 | $239.1 | $277.3 | $277.3 | $280.7 | $41.6 | 17.4% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Operational Analysis | $243.7 | $239.1 | $277.3 | $277.3 | $280.7 | $41.6 | 17.4% |
| Total Expenditures | $243.7 | $239.1 | $277.3 | $277.3 | $280.7 | $41.6 | 17.4% |
| FULL TIME AUTHORIZED POSITIONS | | | | | | | |
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL | |
| Operational Analysis | 3 | 3 | 3 | 3 | 3 | 0 | |

# OTHER FINANCING USES

## MISSION

Other Financing Uses Budget includes transfers from one fund to another. Transfers from the General Fund to other funds are principally to provide additional financial support for the operations and programs within those funds or to meet legal requirements. Transfers between other funds are typically the reimbursement of the cost for support provided by another fund or to meet legal requirements.

## BUDGET HIGHLIGHTS

The FY19 Budget includes the following transfers:

| | Budget |
|---|---|
| General Fund transfer to: | |
| Emergency Telephone Fund | $675,933 |
| Grants Special Revenue Fund | $212,324 |
| Special Programs Fund | $240,093 |
| Public Facilities Authority Fund | $516,233 |
| Airport Enterprise Fund | $105,826 |
| Transit Enterprise Fund | $1,706,859 |
| Subtotal Operating Transfers | $3,457,268 |
| General Capital Projects Fund | $3,226,600 |
| Economic Development Capital Projects Fund | $225,000 |
| Subtotal Capital & One-Time Transfers | $3,451,600 |
| Total General Fund Transfers | $6,908,868 |
| Transfers to General Fund from: | |
| Hotel Motel Special Revenue Fund | $190,000 |
| Sheriff Inmate Special Revenue Fund | $35,000 |
| Airport Enterprise Fund | $68,522 |
| Landfill Enterprise Fund | $172,779 |
| Transit Enterprise Fund | $569,557 |
| Water & Sewer Enterprise Fund | $1,662,541 |
| Solid Waste Enterprise Fund | $243,062 |
| Storm Water Utility Enterprise Fund | $349,971 |
| Internal Support Internal Service Fund | $38,459 |
| Fleet Management Internal Service Fund | $95,992 |
| Self Funded Insurance & Claims Internal Service Fund | $39,971 |
| Self Funded Health Insurance Internal Service Fund | $28,365 |
| Subtotal Transfers to General Fund | $3,494,219 |
| Landfill transfer for administration to: | |
| Solid Waste Fund | $135,000 |
| Total All Funds | $10,538,087 |

The FY19 Operating Budget includes the local match for operating grants. The match for capital grants is included in the Capital Budget.

# OTHER FINANCING USES

## EXPENDITURE BUDGET

| Other Financing Uses/Transfers Out | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| EXPENDITURES BY FUND (in $1,000's) | | | | | | | |
| General Fund | $9,874.2 | $9,222.7 | $14,093.3 | $8,443.6 | $6,908.9 | ($2,313.8) | -25.1% |
| Hotel/Motel Fund | $390.0 | $190.0 | $190.0 | $190.0 | $190.0 | $0.0 | 0.0% |
| Special Programs Fund | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | -- |
| Sheriff Inmate Fund | $33.4 | $35.0 | $35.0 | $35.0 | $35.0 | $0.0 | 0.0% |
| Gen. Capital Projects Fund | $47.5 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | -- |
| Airport Enterprise Fund | $58.3 | $61.8 | $67.2 | $67.2 | $68.5 | $6.7 | 10.8% |
| Landfill Enterprise Fund | $281.1 | $290.1 | $305.9 | $300.4 | $307.8 | $17.7 | 6.1% |
| Transit Enterprise Fund | $429.8 | $467.3 | $551.5 | $554.5 | $569.6 | $102.3 | 21.9% |
| Water & Sewer Ent. Fund | $1,263.7 | $1,331.9 | $1,526.4 | $1,526.4 | $1,555.2 | $223.3 | 16.8% |
| Solid Waste Ent. Fund | $203.4 | $210.6 | $238.5 | $238.5 | $243.1 | $32.5 | 15.4% |
| Storm Water Util. Ent. Fund | $269.4 | $294.4 | $343.3 | $343.3 | $350.0 | $55.6 | 18.9% |
| Water & Sewer Const Fund | $96.0 | $103.0 | $104.5 | $104.5 | $107.4 | $4.4 | 4.3% |
| Internal Support Int. Svc. Fd. | $31.8 | $33.7 | $37.6 | $37.6 | $38.5 | $4.8 | 14.2% |
| Fleet Mgt Int. Svc. Fund | $79.2 | $82.9 | $94.1 | $94.1 | $96.0 | $13.1 | 15.8% |
| Self Funded Insur. Fund | $35.8 | $35.9 | $39.3 | $39.3 | $40.0 | $4.1 | 11.4% |
| Self Funded Health Fund | $23.7 | $25.3 | $27.7 | $27.7 | $28.4 | $3.1 | 12.3% |
| Total Expenditures | $13,117.3 | $12,384.6 | $17,654.3 | $12,002.1 | $10,538.4 | ($1,846.2) | -14.9% |

# OTHER GENERAL ADMINISTRATION

## MISSION

Other General Administration includes responsibilities and expenses not related to any one department, general governmental costs, expenditures budgeted for but not yet allocated to a specific department or project, and the government's operating contingency. The Finance Director develops the Budget for Other General Administration.

## BUDGET HIGHLIGHTS

The General Fund Other General Administration budget includes funding for health insurance for retirees (or Other Post-Employment Benefits – OPEB) for the General Fund, enterprise funds, and internal service funds: and Pension funding for enterprise funds and internal service funds. It also includes $1.4 million for the Self-Funded General Liability program; $128,000 for the Government's participation in the Northeast Georgia Regional Commission; and $110,000 for auditing and accounting fees. FY19 includes $24,000 for the employee/retiree Holiday Luncheon and $17,000 for an employee Spring event. Other General Administration also includes the Government's dues and memberships to the following organizations:

| | FY19 ESTIMATE |
|---|---|
| Association County Commissioners of Georgia | $ 15,400 |
| Georgia Municipal Association | 23,000 |
| Athens Area Chamber of Commerce | 3,700 |
| National Association of Counties | 2,500 |
| Oconee River Resource Commission | 750 |
| Georgia Forestry Commission | 2,500 |
| Other | 2,150 |
| Total | $ 50,000 |

The Budget includes an operating contingency of $800,000, $100,000 less than FY18, and is less than 1% of the total General Fund operating budget.

For FY19, the Budget includes $2,078,000 in the General Fund and $2.8 million across all funds for funding for implementation of the current pay study. The specific impact on employee pay in FY19 will not be known until the pay study is complete and the implementation plan recommendations are finalized in January 2019. The Mayor & Commission have authorized the Manager to transfer these funds to department budgets for the implementation.

The General Fund Budget includes $100,000 to provide support for emergency medical services through a contract with Athens Regional Medical Center, the same amount as FY18. For FY19, the Budget also includes $75,000 to provide seed funding for initiatives that emerge from the Envision Athens program.

Other General Administration in the Hotel-Motel Tax Fund includes the following activities:

| | |
|---|---|
| Community Events Programs (in partnership with ADDA) | $ 60,000 |
| Mayor's Community Improvement Program | 20,000 |
| Athens Heritage Foundation – Insurance for Lyndon House Exhibits | 1,200 |
| Tourism Improvement Marketing and Other Activities | 59,500 |
| Subtotal Operating Budget | $ 140,700 |

The FY19 Budget for Other General Administration also includes $96,000 in the new Affordable Housing Fund. Revenues for this fund come from the payment in lieu of taxes from the Athens Housing Authority. $39,000 of

the total $135,000 of revenue in the fund will cover nine months of salary and benefits for a full time records technician position in Building Inspection.

Included within the Other General Administration section of the Enterprise Funds (Airport, Landfill, Transit, Water and Sewer, Solid Waste, and Storm Water) are payments to the General Fund for administrative overhead expenses. This amount in FY19 is $2.5 million, $111,700 or 4.4% more than FY18. The overhead allocation helps recover actual costs in the General Fund needed to administratively support Enterprise Fund Operations.

Also included in the Other General Administration section of the enterprise fund budgets is the depreciation expense for capital assets owned by each enterprise fund. To comply with Generally Accepted Accounting Principles, the depreciation of capital assets in enterprise funds must be recorded. Depreciation expenses are "non-cash" expenses which help build working capital funds for future capital and equipment replacement. Total depreciation in FY19 is $15.8 million, similar to FY18.

Almost all expenses (except for administrative costs) for the Self-Funded Insurance and Claims Fund and the Health Benefit Insurance Internal Service Fund are included in the Other General Administration Budget. The Self-Funded Insurance and Claims expense budget for FY19 is estimated to be $3.2 million to fund current claims for worker's compensation, general liability and the current cost of insurance, similar to the FY18 level. The budgeted expenses for the Self-Funded Health Insurance Program for employees are estimated to be $16.1 million in FY19, an increase of $849,000 over the FY18 Budget.

**CAPITAL BUDGET**

| Page | Project | Budget |
|---|---|---|
| D-64 | Public Art Program | 15,000 |
| D-65 | Economic Development Capital Program | 225,000 |

# OTHER GENERAL ADMINISTRATION

## EXPENDITURE BUDGET

| **Other General Admin.** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| EXPENDITURES BY FUND (in $1,000's) | | | | | | | |
| General Fund | $6,999.2 | $8,355.5 | $11,448.5 | $11,101.1 | $11,467.8 | $3,112.3 | 37.2% |
| Hotel/Motel Tax Fund | $77.2 | $106.2 | $106.2 | $135.7 | $140.7 | $34.5 | 32.5% |
| CDBG Fund | $5.8 | $5.8 | $5.8 | $5.8 | $5.8 | $0.0 | 0.0% |
| Emergency Telephone Fund | $105.2 | $112.7 | $177.4 | $177.4 | $185.3 | $72.6 | 64.4% |
| HOME Grant Fund | $1.3 | $1.3 | $1.3 | $1.3 | $1.3 | $0.0 | 0.0% |
| Grants Fund | $22.0 | $23.9 | $35.6 | $35.6 | $35.6 | $11.7 | 49.0% |
| Alt. Dispute Res. Fund | $9.5 | $10.2 | $15.5 | $15.5 | $16.1 | $5.9 | 57.8% |
| Affordable Housing Fund | $0.0 | $0.0 | $135.0 | $135.0 | $96.0 | $96.0 | -- |
| Special Programs Fund | $522.1 | $50.1 | $82.3 | $82.3 | $86.0 | $35.9 | 71.7% |
| Building Inspection Fund | $49.9 | $51.2 | $77.7 | $77.7 | $80.8 | $29.6 | 57.8% |
| Airport Fund | $485.4 | $518.5 | $505.5 | $505.5 | $507.7 | ($10.8) | -2.1% |
| Landfill Fund | $1,600.0 | $1,552.1 | $1,038.3 | $1,038.3 | $1,043.5 | ($508.6) | -32.8% |
| Transit Fund | $1,772.0 | $2,427.1 | $3,487.1 | $3,487.1 | $3,502.9 | $1,075.8 | 44.3% |
| Water & Sewer Fund | $12,935.8 | $13,124.9 | $13,411.0 | $13,411.0 | $13,498.8 | $373.9 | 2.8% |
| Solid Waste Fund | $668.7 | $652.6 | $696.2 | $696.2 | $710.0 | $57.4 | 8.8% |
| Storm Water Utility | $534.1 | $521.4 | $582.5 | $582.5 | $595.0 | $73.6 | 14.1% |
| Internal Support Fund | $58.5 | $62.9 | $55.0 | $55.0 | $56.0 | ($6.9) | -11.0% |
| Fleet Management Fund | $33.0 | $28.2 | $42.7 | $42.7 | $45.2 | $17.0 | 60.3% |
| Fleet Replacement Fund | $90.0 | $90.0 | $90.0 | $90.0 | $90.0 | $0.0 | 0.0% |
| Self Funded Insur. Fund | $1,863.8 | $2,689.8 | $2,700.7 | $2,700.7 | $2,701.8 | $12.0 | 0.4% |
| Self Funded Health Fund | $15,140.7 | $14,691.4 | $15,422.1 | $15,422.1 | $15,423.3 | $731.9 | 5.0% |
| Total Expenditures | $42,974.2 | $45,075.8 | $50,116.4 | $49,798.5 | $50,289.6 | $5,213.8 | 11.6% |

# PLANNING AND ZONING

## MISSION

To effectively manage community change in both the short and long term with regard to land use, transportation, historic preservation, urban design and overall community development in order to ensure that the natural and built environment of Athens-Clarke County are of the highest quality.

## GOALS

- Maintain a high level of accuracy and efficiency in the administration of the Plans Review Process, as well as in the processing of zoning decisions and appeals, and Historic Preservation related issues.
- Promote a long-range view of community planning, and assist the Mayor and Commission and the Planning Commission in focusing on more than zoning decisions.
- Improve coordination with other Athens-Clarke County departments and governmental agencies in identifying and looking at the long-term infrastructure impacts associated with new development and development-related policies.
- Expand and routinely maintain the associated departmental GIS system, and promote the integration of GIS technology into appropriate governmental functions.
- Continue to identify, recommend, and support potential solutions and alternatives to regional planning issues.
- Continue to enhance the community planning and development service capabilities of the Unified Government by providing additional equipment and training to Planning Department staff as well as the members of the appointed boards staffed by the Planning Department.

## OBJECTIVES

- Afford all customers prompt, courteous, and impartial service.
- Provide the general public with reasonable access to all public information managed and retained by the Planning Department.
- Review all staff-administered (over the counter) applications within 48 hours of a complete submittal.
- Strive for all staff reports to be entirely accurate, concise, and error-free.
- Hold quarterly long-range planning sessions with the Planning Commission.
- Offer Planning staff and newly appointed board members at least one (1) significant training opportunity annually. This is subject to the availability of financial resources.

# PLANNING AND ZONING

## PERFORMANCE MEASURES

PLANNING DEPARTMENT PERFORMANCE MEASURES

| | Performance Measure | Goal | FY13 | FY14 | FY15 | FY16 | FY17 |
|---|---|---|---|---|---|---|---|
| PLANNING | **To effectively manage community change in both the short and long term with regard to land use, transportation, historic preservation, urban design and overall community development in order to ensure that the natural and built environment of Athens-Clarke County are of the highest quality.** | | | | | | |
| | Zoning Actions and Special Use permits | Data Only | | 12 | 16 | 30 | 21 |
| | Variance requests | Data Only | | 18 | 13 | 23 | 21 |
| | % of Board and Commission applications processed and recommendations forwarded on time | 95% | | 100% | 100% | 100% | 100% |
| | Site and/or building plans submitted through Plans Review | Data Only | | 191 | 232 | 223 | 254 |
| | Plan Reviews processed within designated time | 90% | | | | | |
| | Zoning permits issued | Data Only | | 598 | 661 | 735 | 921 |
| | Final subdivision plats | Data Only | | 64 | 54 | 66 | 78 |
| | Sign permits issued | Data Only | | 165 | 179 | 179 | 182 |
| | Home Occupation permits issued | Data Only | | 187 | 206 | 219 | 200 |
| | Demolition reviews | Data Only | | | 61 | 87 | 129 |
| | Environmental Areas permits | Data Only | | | 86 | 101 | 105 |
| | Customer service hours (phone / walk-ins) | Data Only | | | | | |
| | Zoning verifications | Data Only | | 3500 | 3500 | 3650 | 3700 |
| | Total number of adminstrative actions processed per planner per year | 200 | | | | | 242 |
| | Historic Preservation requests - staff & HPC review | Data Only | | 116 | 101 | 128 | 134 |
| | % of COAs processed at staff level as a % of total | 50% | | | | | |
| | Number of Open Records Requests responded to with 3 business days | 90% | | | | | |

## BUDGET HIGHLIGHTS

In addition to funding from the General Fund, the Planning Department uses funding for one Senior Planner, and 25% of an additional Planner position from the Building Inspection Special Revenue Fund totaling $87,300. The Planning Department also receives the PL112 Transportation Planning Grant which funds 2 positions and support for regional planning (MACORTS) for $530,500. For FY19, the Transit Planning Grant ($90,400) was transferred to the Transit Department.

The FY19 General Fund Budget for Planning reflects a reduction of $50,750 in software costs due to a shift of responsibilities to the new Geographic Information Office.

## CAPITAL BUDGET

| Page | Project | Budget |
|---|---|---|
| D-69 | LUCA Project (New) | 20,000 |

# PLANNING AND ZONING

## REVENUE and EXPENDITURE BUDGET

| **Planning & Zoning** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Charges For Services | $90.2 | $80.4 | $106.9 | $106.9 | $106.9 | $26.5 | 33.0% |
| Intergovernmental | $216.6 | $542.2 | $424.4 | $424.4 | $424.4 | ($117.8) | -21.7% |
| Bldg. Insp. Fund Suppt. | $85.0 | $104.4 | $87.4 | $87.4 | $88.6 | ($15.8) | -15.1% |
| Total Revenues | $391.8 | $727.0 | $618.7 | $618.7 | $619.9 | ($107.1) | -14.7% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $1,438.7 | $1,399.8 | $1,368.5 | $1,314.8 | $1,332.0 | ($67.8) | -4.8% |
| Operating | $111.2 | $587.2 | $516.8 | $466.1 | $463.9 | ($123.3) | -21.0% |
| Total Expenditures | $1,549.9 | $1,987.0 | $1,885.3 | $1,780.9 | $1,795.9 | ($191.1) | -9.6% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Planning & Zoning | $1,549.9 | $1,987.0 | $1,885.3 | $1,780.9 | $1,795.9 | ($191.1) | -9.6% |
| Total Expenditures | $1,549.9 | $1,987.0 | $1,885.3 | $1,780.9 | $1,795.9 | ($191.1) | -9.6% |
| FULL TIME AUTHORIZED POSITIONS | | | | | | | |
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL | |
| Planning & Zoning | 21 | 19 | 19 | 18 | 18 | -1 | |

# POLICE SERVICES

## MOTTO

To Protect and To Serve as Guardians of Athens-Clarke County.

## VISION

To build the highest levels of trust and confidence within the community through fair and impartial policing.

## MISSION

To support and defend the U.S. Constitution, protect and safeguard all life, and ensure the equal protection of rights for all as we work to reduce both crime and the fear of crime.

## OUR COMMITMENT

To embrace and practice community-oriented, problem-oriented, and constitutional policing philosophies. Educating the public, mentoring the youth, and involving community stakeholders are the foundations of our service delivery and crime prevention strategies. By acting with integrity and transparency, we are committed to enhancing community partnerships and building trust and confidence in all that we do.

## CORE VALUES

**Honor ● Integrity ● Courage ● Commitment ● Service ● Respect**

**Honor** is the bedrock of our character. **Honor** empowers the men and women of ACCPD to exemplify the highest level of **Integrity**; to abide by an uncompromising Code of Ethics; to **Respect** human rights and the dignity of every person; and to have **Respect** and concern for all. **Honor** represents the maturity, dedication, trust and dependability that drives the men and women of ACCPD to act responsibly, fulfill their obligations and hold both themselves and others accountable for their actions.

**Courage** is the mental, moral, and physical strength possessed by the men and women of ACCPD. **Courage** sees them through the challenges of adversity and the mastery of fear; it drives them to do what is right, to adhere to a higher standard of personal conduct, to lead by example, and to make difficult decisions under stress. The inner strength of **Courage** enables the men and women of ACCPD to take that extra step to protect and to serve.

**Commitment** is the spirit of determination and dedication within all members of the ACCPD that leads to the highest level of professionalism, **Integrity**, transparency, and our demonstration of our passion to protect and to serve. It promotes the highest order of discipline and restraint for department and self, and is the ingredient that instills dedication to **Service**, community, pride, concern for others, transparency, and an unrelenting determination to achieve the highest standard of excellence in every endeavor.

# POLICE SERVICES

## GOALS & OBJECTIVES

1. **Goal:** Transform the ACCPD into the premier law enforcement agency.
    a. Implement 100% of the funded portions of the ACCPD Strategic Vision Plan.
    b. Implement relevant recommendations from the President's Task Force on 21st Century Policing, as funded by the FY19 budget.
    c. Develop and implement all new departmental policies and procedures grounded in community-oriented, problem-oriented, and constitutional policing philosophies.
    d. Provide the best response and safety equipment to ensure employees have the equipment necessary to do their jobs and ensure their safety.

2. **Goal:** Create an agency that exhibits optimal organizational health.
    a. Identify the appropriate, targeted leadership training based on the results of 2017's Organizational Leadership Assessment.
    b. Develop and implement retention practices that focus on retention of existing personnel.

3. **Goal:** Create a safer Athens-Clarke County.
    a. Maintain and/or reduce Part I Violent Crime in calendar year 2018 to levels at the mean for crimes over the last five (5) years, while accounting for changes in the law.
    b. Identify the top crime areas within Athens-Clarke County and develop appropriate strategies to reduce crime in each identified area.
    c. Develop a system to identify Part I prolific offenders in order to work with the District Attorney's Office to keep the identified violent prolific offenders in custody.
    d. Maintain and/or reduce levels of serious injury by vehicle and fatality crashes in calendar year 2018 to levels at or below the mean for serious injury vehicle and fatality crashes over the last five (5) years.
    e. Reduce the threat to public safety presented by gang-related criminal activities by prioritizing community outreach efforts, prevention, participation in the Youth Development Task Force, and through zero-tolerance enforcement for all gang related crimes.
    f. Achieve compliance with the Association of Public Safety Communications standard for answering 90 % of all 911 calls within 10 seconds.

4. **Goal:** Enhance trust and legitimacy between the police department and community.
    a. Sustain the Community Oriented Policing Performance System (COPPS) to focus departmental efforts on community-oriented and problem-oriented policing philosophies.
    b. Increase transparency with the community through increased use of social media posts, inclusive of at least four (4) Public Service Announcements.
    c. Expand the types of information and documentation available through the Transparency in Policing link on the ACCPD Website to include all current Departmental policies and procedures.
    d. Host a minimum of two (2) Town Hall meetings at various locations within the county.
    e. Administer one (1) community-wide survey to gauge overall satisfaction with police services.

5. **Goal: S**tabilize and sustain current service delivery strategy through appropriate allocation of personnel.
    a. Review and strengthen the assigned zone officer program.
    b. Develop and implement a departmental performance measures system that allows the ACCPD to demonstrate the totality of its work and allow for the reporting of traditional measures (e.g., incident reports, citations, arrests) while also focusing on non-traditional performance measures of building trust and confidence within the community (e.g., community policing hours, problem oriented policing projects, community outreach meetings, etc.).

6. **Goal:** Develop the Assigned Vehicle Program to meet modern public safety demands.
    a. Replace 100% of all police vehicles that are eligible for replacement under the ACCUG vehicle replacement program.
    b. Complete the Assigned Vehicle Program to allow for one police officer to be assigned to one police patrol unit, thereby eliminating "pool" vehicles.

**7. Goal:** Enhance the department's response to mental health crisis incidents.
    a. Provide the Crisis Intervention Unit the necessary resources to meet the Increasing demands for service in response to mental health consumers.
    b. Meet or exceed the necessary grant requirements to demonstrate full support in the efforts of the Mental Health Collaborative Grant Initiative.
    c. Identify the appropriate final recommendations from the Mental Health Collaborative Grant Initiative for inclusion into departmental policies, procedures, and operations.

8. **Goal:** Maintain Accreditation and Certification.
    a. Maintain accreditation through The Commission on Accreditation for Law Enforcement Agencies.
    b. Maintain certification through the Georgia Association of Chiefs of Police Law Enforcement Certification Program

# POLICE SERVICES

## PERFORMANCE MEASURES

| *Performance Measure* | *Goal* | *CY13* | *CY14* | *CY15* | *CY16* | *CY17* | *CY18 (Q1) Notes* |
|---|---|---|---|---|---|---|---|
| **We work to reduce crime and the fear of crime.** | | | | | | | |
| Incident Reports | *Data Only* | 20,698 | 19,772 | 20,919 | 19,600 | 18,046 | Partial reduction attributed to reduced "Information Only" reports |
| Arrests | *Data Only* | 5,870 | 5,227 | 4,581 | 4,186 | 4,337 | |
| UCR Part I Violent Crimes | *<453* | 404 | 372 | 504 | 532 | 520 | Goal is based on the previous ACC 5-year crime mean (5YCM). |
| Part I Violent Crimes Clearance Rate | *> 46%* | 65% | 58% | 65% | 58% | 56% | Goal is based on 2015 UCR clearance rates. |
| UCR Part I Property Crimes | *< 4,169* | 4,072 | 3,792 | 4,282 | 4,099 | 3,934 | Goal is based on the ACC 5-year crime mean (5YCM). |
| Part I Property Crimes Clearance Rate | *>19.4%* | 22.5% | 20.3% | 18.8% | 21.5% | 21.0% | Goal is based on 2015 FBI National UCR clearance rates. |
| People feel safe in their home | *>90%* | New for CY16 | | | 99% | N/A | Athens Wellbeing Survey. |
| People feel safe on their street | *>90%* | New for CY16 | | | 96% | N/A | Athens Wellbeing Survey. |
| People feel safe in their neighborhood | *>90%* | New for CY16 | | | 85% | N/A | Athens Wellbeing Survey. |
| **To protect and safeguard life** | | | | | | | |
| Population | *Data Only* | 121,265 | 120,938 | 123,912 | 124,707 | 124,707 | U.S. Census Bureau |
| Total number of 911 calls | *Data Only* | 131,610 | 135,473 | 128,565 | 117,409 | 109,340 | |
| Percentage of 911 calls answered in 10 seconds | *≥ 90%* | 90% | 88% | 87% | 86% | 85% | APCO National Standard of 90%. |
| Total number of non-emergency calls | *Data Only* | N/A | N/A | 55,889 | 47,289 | 55,134 | No ability to report data prior to 2015. |
| Total number of dispatched calls for ACCPD Services | *Data Only* | 150,950 | 131,099 | 126,854 | 116,856 | 112,304 | |
| Total number of dispatched calls for ACC Fire Dept. Services | *Data Only* | 3,987 | 4,355 | 5,335 | 5,983 | 6,832 | |
| Total traffic crashes | *Data Only* | 6,481 | 6,823 | 8,089 | 8,430 | 8,137 | ACCPD, UGA, GSP, Winterville crash data. |
| Total traffic fatalities investigated | *Data Only* | 8 | 8 | 15 | 14 | 5 | |
| Crashes / 100 million vehicles miles traveled | *Data Only* | N/A | 642.5 | 688.4 | 760.4 | 712.0 | Data obtained from Transportation Public Works Department |
| Total Traffic Stops | *Data Only* | 28,662 | 23,615 | 16,959 | 14,718 | 16,795 | ACCPD Only |
| Traffic Citations | *Data Only* | 23,649 | 20,407 | 14,773 | 12,627 | 12,404 | ACCPD Only |
| DUI arrests | *Data Only* | 735 | 598 | 507 | 402 | 392 | ACCPD Only. Reduction attributed to increased DT living and Uber |
| **While we build trust and confidence in the community.** | | | | | | | |
| Community Oriented Policing Performance System (COPPS) | *Data Only* | N/A | N/A | N/A | N/A | 899.5 | Community Oriented Policing Performance System implemented in |
| Total training hours provided | *Data Only* | 26,784 | 27,357 | 28,725 | 32,723 | 38,597 | |
| Total sworn police officers | | 240 | 240 | 240 | 240 | 242 | 2 police officers added through the Governor's HEAT grant |
| Authorized Sworn Police Officers (FTEs per 1,000 citizens) | *>2.1* | 1.97 | 1.98 | 1.93 | 1.92 | 1.94 | FY18 Authorized Police Officer Positions 240 |
| Actual Sworn Police Officers (FTEs per 1,000 citizens) | *>2.1* | N/A | N/A | 1.87 | 1.82 | 1.54 | Adjusted for vacancy rate, FMLA, training, Temporary Assignment, etc. |
| % police officers with body cameras | *100%* | 0% | 8% | 58% | 75% | 75% | |
| Police Officer Attrition Rate | *<10%* | 6.28% | 11.30% | 9.96% | 10.42% | 11.16% | |
| Communication Officer Attrition Rate | *<10%* | 9.09% | 6.06% | 6.45% | 6.25% | 6.25% | |
| Total number of complaints against Police Department | *Data Only* | 3 | 2 | 20 | 44 | 55 | In 2015, ACCPD policy changed to count **all** complaints. |
| % Complaints determined valid | *Data Only* | 33.0% | 50.0% | 0.0% | 6.8% | 7.3% | |
| Total police vehicle pursuits | *Data Only* | 20 | 32 | 34 | 25 | 40 | Pursuit Policy recently made more stringent. |
| Total use of force incidents | *Data Only* | 212 | 270 | 265 | 226 | 264 | |
| Overall satisfaction with police services | *Increase FPY* | N/A | 83% | N/A | 81% | N/A | 2016 Athens Wellbeing Survey / 2014 Carl Vinson |
| **We use resources responsibly.** | | | | | | | |
| Operating Budget | *Data Only* | $19,076,696 | $19,241,253 | $20,210,323 | $20,545,484 | $21,387,771 | |
| % operating expenses (Actual vs. budget) | *Data Only* | 99.3% | 98.4% | 95.1% | 97.5% | 96.3% | |
| Overtime as % of base personnel cost | *Data Only* | 4.1% | 3.8% | 4.2% | 4.0% | 3.3% | |

# POLICE SERVICES

## BUDGET HIGHLIGHTS

The General Fund represents the largest portion of the Police Department's budget and supports most of the operations for the Department. The FY19 Approved General Fund Budget for the Police Department includes $115,000 for matching funds for the FY18 COPS Grant and $250,000 to fully fund the current residency stipend program and increase it from $200/month to $300/month. Also included is an additional $42,000 for increases in overtime, wireless device costs, camera data storage, uniforms and community outreach. The budget includes an additional Communications Officer starting in January for $26,000 (6 months). The additional position will be funded through a General Fund transfer to the E911 fund.

The Central Communications Division of the Police Department (E911) operates within the Emergency Telephone System Special Revenue Fund. The primary sources of revenues for this fund are 911 fees which are expected to generate $1,774,000 in revenue in FY19, an increase of $4,000 over FY18. To ensure sufficient funding for the operation of E911, the FY19 Budget includes a transfer of $650,000 (an increase of $25,000 from FY18 in addition to the additional position from above) from the General Fund to the E911 Special Revenue Fund as well as a planned use of $208,000 of fund balance available from prior years' operations.

## CAPITAL BUDGET

| Page | Project | Budget |
|---|---|---|
| D-70 | Vehicles for COPS Grant Officers (12) (New) | 201,000 |
| D-71 | Equipment for COPS Grant Officers (12) (New) | 126,200 |
| D-73 | Replace Investigative Operations Vehicles | 25,000 |
| D-75 | Replace Drug Task Force Vehicles | 35,000 |
| D-76 | Mobile Computing Replacement Program | 170,000 |
| D-77 | Maintenance of Downtown Safety Camera System | 59,000 |
| D-78 | Crisis Intervention Unit Vehicle | 40,000 |

# POLICE SERVICES

## REVENUE and EXPENDITURE BUDGET

| **Police Services** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Charges For Services | $2,201.6 | $2,285.0 | $2,240.4 | $2,240.4 | $2,240.4 | ($44.6) | -2.0% |
| Intergovernmental | $431.7 | $140.0 | $140.0 | $140.0 | $140.0 | $0.0 | 0.0% |
| Forfeited Funds | $703.3 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | -- |
| Total Revenues | $3,336.6 | $2,425.0 | $2,380.4 | $2,380.4 | $2,380.4 | ($44.6) | -1.8% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $20,271.8 | $21,580.1 | $22,146.3 | $22,193.3 | $22,482.6 | $902.5 | 4.2% |
| Operating | $3,960.4 | $3,623.6 | $4,415.3 | $3,810.3 | $3,810.4 | $186.8 | 5.2% |
| Total Expenditures | $24,232.2 | $25,203.7 | $26,561.6 | $26,003.6 | $26,293.0 | $1,089.3 | 4.3% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Command | $1,542.9 | $1,494.0 | $1,553.6 | $1,505.8 | $1,521.1 | $27.1 | 1.8% |
| Field Operations | $9,685.0 | $10,529.5 | $11,541.4 | $11,476.8 | $11,597.9 | $1,068.4 | 10.1% |
| Crime Investigation | $3,477.8 | $3,582.1 | $3,407.7 | $3,341.8 | $3,381.6 | ($200.5) | -5.6% |
| Strategic & Prof Dev | $99.9 | $190.7 | $170.7 | $170.7 | $170.7 | ($20.0) | -10.5% |
| Support Services | $2,542.2 | $2,443.4 | $2,544.0 | $2,459.1 | $2,484.0 | $40.6 | 1.7% |
| Community Outreach | $1,063.3 | $1,122.5 | $1,298.2 | $1,294.7 | $1,310.4 | $187.9 | 16.7% |
| Special Operations | $3,359.6 | $3,275.7 | $3,077.9 | $3,049.2 | $3,086.0 | ($189.7) | -5.8% |
| Central Communications | $2,356.3 | $2,453.1 | $2,790.7 | $2,528.1 | $2,556.0 | $102.9 | 4.2% |
| Other General Admin. | $105.2 | $112.7 | $177.4 | $177.4 | $185.3 | $72.6 | 64.4% |
| Total Expenditures | $24,232.2 | $25,203.7 | $26,561.6 | $26,003.6 | $26,293.0 | $1,089.3 | 4.3% |
| FULL TIME AUTHORIZED POSITIONS | | | | | | | |
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL | |
| Police Services | 309 | 318 | 320 | 319 | 319 | 1 | |

# PROBATE COURT

## MISSION

The mission of the Probate Court is to serve the public, protect the incapacitated, and assist the afflicted, safeguarding the due process rights of all.

## GOALS

- To make our public records accessible in accordance with the law and to improve the court's information retrieval systems.
- To ensure that reporting and accounting requirements are met by all guardians, conservators and personal representatives of estates, and that monitoring, auditing and enforcement requirements are met by the court.
- To protect incapacitated persons vulnerable to exploitation, neglect or abuse from harm, as well as safeguarding public safety.

## OBJECTIVES

- To obtain and design case management software to streamline case management and information retrieval.
- To monitor and audit annual return and inventory filings promptly, to recover all funds misappropriated by fiduciaries under the court's jurisdiction, and to remove malfeasors from office.
- To continue partnership with the Treatment and Accountability Court, Advantage Behavioral Health Systems, the Department of Behavioral Health and Developmental Disabilities and other mental health stakeholders to improve access to treatment and supportive services for those with mental illness and/or addictive disease.

## PERFORMANCE MEASURES

| | Actual | | | Forecast | |
|---|---|---|---|---|---|
| | FY15 | FY16 | FY17 | FY18 | FY19 |
| Marriage License Applications | 936 | 1099 | 1097 | 1300 | 1500 |
| Firearms License Applications | 916 | 1193 | 1229 | 1250 | 1300 |
| Mental Health Applications | 37 | 27 | 33 | 35 | 45 |
| Inventory/Returns Filings | 174 | 151 | 156 | 196 | 210 |
| Estate/Docket Filings | 505 | 543 | 520 | 565 | 600 |
| TOTALS | 2568 | 3013 | 3035 | 3346 | 3655 |

# PROBATE COURT

## BUDGET HIGHLIGHTS

There are no significant changes within the FY19 Budget for Probate Court.

## REVENUE and EXPENDITURE BUDGET

| **Probate Court** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Charges For Services | $156.7 | $150.0 | $153.5 | $153.5 | $153.5 | $3.5 | 2.3% |
| Total Revenues | $156.7 | $150.0 | $153.5 | $153.5 | $153.5 | $3.5 | 2.3% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $421.5 | $477.1 | $473.5 | $478.5 | $484.6 | $7.5 | 1.6% |
| Operating | $43.3 | $30.0 | $30.1 | $30.1 | $30.0 | $0.0 | 0.0% |
| Total Expenditures | $464.8 | $507.1 | $503.6 | $508.6 | $514.6 | $7.5 | 1.5% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Probate Court | $464.8 | $507.1 | $503.6 | $508.6 | $514.6 | $7.5 | 1.5% |
| Total Expenditures | $464.8 | $507.1 | $503.6 | $508.6 | $514.6 | $7.5 | 1.5% |
| FULL TIME AUTHORIZED POSITIONS | | | | | | | |
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL | |
| Probate Court | 6 | 6 | 6 | 6 | 6 | 0 | |

# PUBLIC UTILITIES

## MISSION

The mission of the Public Utilities Department is to provide general services relative to maintaining the financial stability and operational quality and integrity of the Water Treatment/Distribution and Wastewater Treatment/Collection systems.

## GOALS

- Provide suitable facilities to educate Athens-Clarke County citizens on environmental issues and to improve customer services.
- Provide quality drinking water to protect and enhance the well-being of the citizens of Athens-Clarke County.
- Maintain and improve the public water distribution and wastewater collection systems to meet the current and future needs of Athens-Clarke County.
- Expand technology to provide efficient and improved operations and customer service.
- Continue improvements to the Athens-Clarke County Water Conservation and Drought Management Plans.
- Complete design and installation of the water system improvements associated with the SPLOST 2005 Program.

## OBJECTIVES

- Continue evaluation and rehabilitation the public wastewater trunk and interceptor lines, in a priority order.
- Continue implementation Advanced Metering Infrastructure (AMI) / radio read technology relative to water meter reading functions.
- Complete installation of SPLOST 2005 water line extensions.
- Evaluate the Water Conservation Program to ensure the goals are being achieved and make revisions as necessary.
- Continue utilization of the Wastewater Flow Monitoring Program.
- Implement a Computerized Maintenance Management System (CMMS) within the water distribution and sewer collection systems to better manage preventive maintenance.

# PUBLIC UTILITIES

## PERFORMANCE MEASURES

### Public Utilities

| *Performance Measure* | *Goal* | *FY13* | *FY14* | *FY15* | *FY16* | *FY17* | *Notes* |
|---|---|---|---|---|---|---|---|
| **Provide safe drinking water for public health, fire protection and economic productivity, and** | | | | | | | |
| Drinking water produced (mgd) | NA | 11.74 | 11.52 | 12.04 | 12.26 | 12.46 | |
| % SDWA compliance rate | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | 100.00 | Goal = AWWA/WEF Median |
| Water main breaks / 100 miles | < 7 | | 3.5 | 5.8 | 4.5 | 4.2 | Goal = AWWA/WEF Median |
| ISO fire rating | 2/2X | new | 2/2X | 2/2X | 2/2X | 2/2X | ISO Public Protection Classification |
| **safely convey and reclaim wastewater** | | | | | | | |
| Reclaimed wastewater (mgd) | NA | 10.11 | 11.98 | 11.63 | 12.81 | 10.98 | |
| TV inspection | > 11% | | 11% | 7 | 11% | 12% | Goal = AWWA/WEF Median |
| **in an environmentally responsive way.** | | | | | | | |
| SSOs / 100 miles of public sewer | < 2.0 | 2.5 | 2.7 | 4.2 | 4.1 | 4.0 | Goal = AWWA/WEF Median |
| % CWA compliance rate | 99.99 | 98.63 | 100.00 | 100.00 | 100.00 | 100.00 | Goal = AWWA/WEF Median |
| **We run an effective and reliable enterprise** | | | | | | | |
| % Apparent water loss | < 1.69 | 2.14 | 1.79 | 1.36 | 1.37 | 1.37 | Goal = AWWA/WEF Median |
| % Real water loss | <13.78 | 10.52 | 9.51 | 10.23 | 8.02 | 9.65 | Goal = AWWA/WEF Median |
| Debt coverage ratio | > 1.55 | 1.55 | 1.68 | 1.94 | 3.76 | 2.46 | Goal = AWWA/WEF Median |
| Water and sewer bond rating | AA | AA | AA | AA+ | AA+ | AA+ | Goal = AWWA/WEF Median Fitch |
| **responsibly reinvesting in public health and environmental protection infrastructure** | | | | | | | |
| % CIP R&R sanitary sewers | > 1.6% | 0.33% | 0.08% | 0.39% | 0.43% | 0.83% | Goal = AWWA/WEF Median |
| % CIP R&R water lines | > 1.6% | 0.47% | 1.01% | 2.13% | 1.50% | 2.30% | Goal = AWWA/WEF Median |
| % CIP R&R treatment plants | > 1.8% | 0.92% | 0.39% | 0.56% | 1.09% | 2.36% | Goal = AWWA/WEF Median |
| **at value to our ratepayers.** | | | | | | | |
| Water affordability index | < 0.66% | 1.02% | 1.04% | 1.12% | 1.13% | 1.16% | Goal = AWWA/WEF Median |
| Wastewater affordability index | < 0.74% | 0.94% | 0.96% | 1.06% | 1.11% | 1.15% | Goal = AWWA/WEF Median |

Glossary

AWWA - American Water Works Association
Capex - historical capital expenditure
CWA - federal Clean Water Act
ISO - Insurance Service Office
MHI - median household income
Median - 50th percentile of performance by other utilities
R&R - capital rehabilitation and replacement
SDWA - federal Safe Drinking Water Act
SSO - sanitary sewer overflows that reach waters of the State
WEF - Water Environment Federation
WRF - water reclamation facility

# PUBLIC UTILITIES

## BUDGET HIGHLIGHTS

Water and Sewer Fund revenues for FY19 are projected to be $54.2 million, an increase of $1.7 million over the FY18 Budget. This revenue is based on changes to water and sewer rates planned for adoption during the budget process of FY17 that took effect on July 1, 2017.

For FY19, the projected revenue is sufficient to fund operating expenses for $39.9 million (not including depreciation of $11,248,600). The fund also pays a portion of a Building Inspection Department position ($26,600) and a fulltime Systems Analyst position ($57,600) for Information Technology. The FY19 Budget includes sufficient funding to cover the annual debt payments ($14.6 million principal and interest) for the water and sewer bonds refinanced in 2015 and meet required debt service coverage rates. In addition, funding is included to repay loans from the State of Georgia Environmental Finance Authority (GEFA) Clean Water State Revolving Fund. Principal and interest in FY18 for these GEFA loans total $1.3 million.

## REVENUE and EXPENDITURE BUDGET

| **Public Utilities** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Charges For Services | $54,044.7 | $52,270.5 | $53,920.5 | $53,920.5 | $53,920.5 | $1,650.0 | 3.2% |
| Other | $967.5 | $242.0 | $242.0 | $242.0 | $242.0 | $0.0 | 0.0% |
| Total Revenues | $55,012.2 | $52,512.5 | $54,162.5 | $54,162.5 | $54,162.5 | $1,650.0 | 3.1% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $8,542.1 | $9,505.6 | $9,528.6 | $9,528.6 | $9,644.1 | $138.5 | 1.5% |
| Operating | $33,070.0 | $34,631.5 | $34,968.5 | $34,968.5 | $35,079.2 | $447.7 | 1.3% |
| Total Expenditures | $41,612.1 | $44,137.1 | $44,497.1 | $44,497.1 | $44,723.3 | $586.2 | 1.3% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Administration | $820.3 | $1,063.2 | $1,146.7 | $1,146.7 | $1,154.1 | $90.9 | 8.5% |
| Construction Mgt. | $5,457.5 | $6,423.8 | $6,318.8 | $6,318.8 | $6,363.1 | ($60.7) | -0.9% |
| Plant Operations | $10,155.5 | $11,085.6 | $11,645.4 | $11,645.4 | $11,695.2 | $609.6 | 5.5% |
| Engineering Management | $413.3 | $532.7 | $536.6 | $536.6 | $541.8 | $9.1 | 1.7% |
| Debt Service-W&S Fund | $10,467.2 | $10,472.0 | $9,807.7 | $9,807.7 | $9,807.7 | ($664.3) | -6.3% |
| Other Gen Admin/Transfers | $14,298.3 | $14,559.80 | $15,041.9 | $15,041.9 | $15,161.4 | $601.6 | 4.1% |
| Total Expenditures | $41,612.1 | $44,137.1 | $44,497.1 | $44,497.1 | $44,723.3 | $586.2 | 1.3% |
| FULL TIME AUTHORIZED POSITIONS | | | | | | | |
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL | |
| Public Utilities | 195 | 194 | 194 | 194 | 194 | 0 | |

# PUBLIC UTILITIES

## CAPITAL BUDGET

| Page | Project | Budget |
|---|---|---|
| D-81 | W&S Lines - Additions and Improvements | 918,200 |
| D-82 | Meter and Water/Sewer Stub Additions | 482,200 |
| D-83 | Donated W&S Additions Management | 218,000 |
| D-84 | Watershed Protection Long-Term Monitoring | 100,000 |
| D-85 | Replace Water Meters | 365,000 |
| D-86 | Rehabilitate and Replace Sewers | 14,000,000 |
| D-87 | Extend Wastewater Collection System | 100,000 |
| D-88 | Replace and Upgrade Facilities and Equipment | 5,400,000 |
| D-89 | Rehabilitate and Replace Water Lines (renamed) | 2,500,000 |
| D-90 | Relocate Water & Sewer Lines for DOT Projects | 100,000 |
| D-91 | Manage and Reuse Residual Solids (renamed) | 1,350,000 |
| D-92 | Improve Water Supply Reliability | 3,000,000 |
| D-93 | W&S Contribution to Economic Development | 100,000 |
| D-94 | Investigate and Install Alternative Energy Generation | 50,000 |

# SHERIFF

## MISSION

Our mission is to work in partnership with our diverse communities to promote and enhance the safety and the quality of life in Athens-Clarke County.

- We respect all members of the community and we value community relations.
- We respect all members of the organization.
- We value initiative.
- We value service orientation.
- We value work ethic.
- We value professional public image.
- We value professional skill.
- We value efficient use of resources.
- We value internal relations.

The Clarke County Sheriff's Office exists to provide services for the protection of life and property and the preservation of the public peace in Athens-Clarke County. The Sheriff is responsible for the physical health and welfare of all inmates in the jail, and the management of their property and money. The Sheriff's Office serves criminal warrants, civil papers, and subpoenas, executes evictions, transports prisoners to court, extradites prisoners from other states to court, provides security for State, Superior, Municipal, Magistrate and Juvenile Courts, Jurors, Clarke County Courthouse, and the Courthouse Parking Deck.

The Sheriff's Office also serves as a source of information, providing lectures and programs to community groups, civic associations and schoolchildren through the D.A.R.E. Program.

## VISION

To provide a community free of crime, fear and disorder and innovative correctional practices that hold offenders accountable to become productive members of our society.

## GOAL

Our goal is to provide an atmosphere of safety and security in an effective and efficient manner to the citizens of Athens-Clarke County, protect life and property, preserve the public peace, operate all of the Sheriff's Office efficiently and to enhance our awareness and educational programs for the public and for inmates and to provide for the safe and efficient transportation of prisoners throughout various locations in the state.

## OBJECTIVES

- Reduce the number of warrants on file through innovative special operations and administrative warrant reduction efforts in cooperation with the courts and prosecutors.
  - Review the current warrants for validity and work with the Judiciary, District Attorney, and Solicitor General to review old warrants determined to be un-servable and create a review system to dismiss these warrants.
- Provide prompt service of Temporary Protective Orders and Involuntary Committal Orders, provide timely service of civil and landlord and tenant processes, and provide timely presentation of prisoners before the courts.
- Prevent or quickly resolve any incident or breach of security in courtrooms, the courthouse, or the surrounding grounds.
- Pick up or deliver prisoners as needed, without harm, or undue delay as required by court orders or process of law.

- To provide all personnel with training opportunities in order to reduce liability.
- Continue procedural operation of the jail reducing errors in judicial processing, incidents of workplace injury, incidents of inmate violence, and public grievances. This goal applies to each year. This goal shall be assessed by tracking performance indicators in the above categories.
- Accomplish completion of all phases, opening, and transition to new jail and training facility. This goal shall be assessed by documentation of progress, which shall be presented to Sheriff Edwards on a monthly basis.
- Continue to manage a growing jail population by efficient management of the inmate population and increasing, on an annual basis, the number of rehabilitative programs offered and the number of inmates participating in these programs. This goal applies to each year. Projections of future jail population growth are attached. This goal shall be assessed by analysis of statistical reports of the Inmate Programs Office.
- To pursue NCCHC (National Commission on Correctional Health Care) accreditation for the jail. This goal applies to years 2018 and 2019. During 2018, initiate the NCCHC accreditation application process. Seek accreditation during 2019.
- To pursue ACA (American Correctional Association) accreditation for the jail. This goal applies to years 2018 and 2019. During 2018, initiate the American Correctional Association accreditation application process. Seek accreditation during 2019.
- To continue to recruit qualified applicants for the position of Deputy Sheriff and Detention Officer by developing diverse community organizational relationships and the continued execution of the recruiting list plan as approved.
  - Review the recruiting list plan on an annual basis to update and improve recruiting ideas.
- To achieve CALEA Advanced Accreditation. We believe through Advanced Accreditation, our agency will continue enhancements in the following areas:
  - Assures agency members that our policies and procedures are in written form and available to all personnel.
  - Assures that our personnel system is in accord with professional standards and is both fair and equitable.
  - Provides neutral guidelines for developing strong budget justifications, especially for personnel and their allocation across functions and activities
  - Reduces the likelihood of vicarious liability suits against the agency.
  - Assures county officials and the general public that the Sheriff's Office is delivering a high level of service.
  - Demonstrates our commitment to providing high quality services with effective and responsive policies and procedures that are also fair and equitable.
- To continue to enhance the CALEA and State Certification proof compliance process

# SHERIFF

## PERFORMANCE MEASURES

| | Actual | | | Forecast | |
|---|---|---|---|---|---|
| | FY15 | FY16 | FY17 | FY18 | FY19 |
| **Sheriff / Administration Section** | | | | | |
| # Training Hours reported to Training Unit | 11,535 | 10,680 | 12,650 | 12,135 | 12,620 |
| Background Checks through GCIC | 2,121 | 2,114 | 2,028 | 2,000 | 2,000 |
| Fingerprints-firearms lic., bondsmen, adoption, USDA, Bar Admission, RESA, other | 1,551 | 1,195 | 1,417 | 1,498 | 1,500 |
| # Complaints | 28 | 25 | 38 | 45 | 35 |
| *Public Complaints / Grievances (founded)* | *8* | *10* | *12* | *15* | *12* |
| *New Deputy & Detention Hires* | *26* | *12* | *28* | *22* | *22* |
| *Deputy & Detention Separations* | *13* | *21* | *12* | *12* | *12* |
| *Total Sworn Staff* | *139* | *138* | *153* | *158* | *158* |
| *Total Staff* | *165* | *166* | *163* | *173* | *178* |
| *Use of Force Incidents* | *148* | *97* | *93* | *89* | *89* |
| **Sheriff / Field Section** | | | | | |
| New Warrants | 7,777 | 10,040 | 11,153 | 12,000 | 12,000 |
| Warrants Served/Processed | 6,197 | 8,500 | 5,834 | 6,500 | 6,500 |
| Total Arrest | 4,180 | 4,500 | 4,202 | 4,281 | 4,281 |
| Civil Papers Received | 9,893 | 9,900 | 10,835 | 10,900 | 10,900 |
| Civil Papers Served / Processed | 6,780 | 7,000 | 8,864 | 8,900 | 8,900 |
| Evictions Received | 950 | 950 | 710 | 756 | 756 |
| Evictions Served / Processed | 875 | 875 | 630 | 756 | 756 |
| **Sheriff/Jail** | | | | | |
| Average Daily Inmate Population | 445 | 398 | 386 | 420 | 420 |
| Average Number of Inmates Housed Daily in Other Facilities at a cost to ACC | 5 | 3 | 1 | 1 | 0 |
| Number of Inmates Processed | 9,323 | 8,463 | 8,547 | 8,500 | 8,500 |
| Number of Inmates Released | 9,250, | 8,397 | 8,464 | 8,500 | 8,500 |
| Number of Inmates Released to State System | 206 | 271 | 256 | 260 | 260 |
| Number of Inmates Classified | 5,555 | 5,344 | 5,350 | 5,500 | 5,500 |
| Number of Inmate Medical Transports | 194 | 234 | 204 | 210 | 210 |
| Inmate Participation in Rehabilitation /Education | 2,502 | 3,417 | 3,961 | 4,000 | 4,200 |
| *Inmate on Deputy/Staff Violence* | *21* | *26* | *21* | *20* | *20* |
| *Inmate on Inmate Violence* | *191* | *135* | *87* | *80* | *80* |

# SHERIFF

## BUDGET HIGHLIGHTS

The Sheriff's Office requested an additional $410,000 (2.4%) above the FY18 Budget. The request included $316,000 for inmate medical expenses, $92,000 for inmate meals/meal preparation expenses and approximately $2,000 for increased internet cost at the jail for the medical provider. Of this request, $300,000 is funded in the FY19 Budget.

The FY19 Budget also includes a $5,000 annual salary supplement for the Sheriff.

For FY19, a reduction of $13,500 (from $13,500 to $0) for building lease expense is reflected in the Budget due to the Training and Accreditation Unit move from the Probation Office to the newly renovated portion of the jail. A second reduction of $2,000 is also reflected in the budget (from $8,000 to $6,000) for landfill services due to increased recycling practices at the jail.

## REVENUE and EXPENDITURE BUDGET

**Sheriff**

| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | COMMISSION $ CHG over/under 18 BUD | COMMISSION % CHG over/under 18 BUD |
|---|---|---|---|---|---|---|---|
| REVENUES (in $1,000's) | | | | | | | |
| Charges For Services | $237.1 | $255.0 | $244.4 | $244.4 | $244.4 | ($10.6) | -4.2% |
| Intergovernmental | $27.4 | $23.2 | $16.8 | $16.8 | $16.8 | ($6.4) | -27.6% |
| Other | $209.1 | $210.0 | $255.0 | $255.0 | $255.0 | $45.0 | 21.4% |
| Total Revenues | $473.6 | $488.2 | $516.2 | $516.2 | $516.2 | $28.0 | 5.7% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $12,516.9 | $12,909.5 | $12,848.4 | $12,853.4 | $13,019.1 | $109.6 | 0.8% |
| Operating | $3,900.6 | $4,351.8 | $4,760.2 | $4,634.7 | $4,634.5 | $282.7 | 6.5% |
| Total Expenditures | $16,417.5 | $17,261.3 | $17,608.6 | $17,488.1 | $17,653.6 | $392.3 | 2.3% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Administration | $1,151.6 | $1,275.8 | $1,269.6 | $1,261.1 | $1,274.5 | ($1.3) | -0.1% |
| Jail | $11,280.7 | $11,815.8 | $12,207.5 | $12,095.5 | $12,202.8 | $387.0 | 3.3% |
| Field | $3,985.2 | $4,169.7 | $4,131.5 | $4,131.5 | $4,176.3 | $6.6 | 0.2% |
| Total Expenditures | $16,417.5 | $17,261.3 | $17,608.6 | $17,488.1 | $17,653.6 | $392.3 | 2.3% |

| FULL TIME AUTHORIZED POSITIONS | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
|---|---|---|---|---|---|---|
| Sheriff | 194 | 194 | 194 | 194 | 194 | 0 |

# SOLICITOR GENERAL

## MISSION & GOALS

The mission of the Office of the Solicitor-General is to seek justice through the appropriate prosecution of misdemeanor criminal offenses under Georgia state law and criminal violations of local ordinances in the State Court of Clarke County, the Municipal Court of Athens-Clarke County, the Municipal Court of the City of Winterville, and the Magistrate Court of Clarke County. Seeking justice requires us to investigate cases in order to gather the necessary information upon which to base prosecutorial decisions. Through the exercise of prosecutorial discretion, we seek to allocate the resources of the office in the most efficient manner in order to secure justice by maximizing the rate of successful resolution of cases, through trial, plea, or dismissal (when appropriate), while minimizing the length of time required for final disposition.

An important part of seeking justice for society is seeking justice for the individual victims of crimes. Accordingly, it is also the mission of the Office of the Solicitor-General to ensure that victims are given a voice in criminal proceedings by giving them a meaningful opportunity to express themselves through the judicial process. In order to achieve this mission, victims are provided with information about court dates and case status, education about victim compensation and restitution, and referrals to appropriate social service agencies. Additionally, we provide support for victims who face the emotionally difficult task of appearing and testifying in court.

While seeking justice is a key mission, the Office of the Solicitor-General also recognizes the need to educate the public as a way to reduce criminal behavior and increase the safety of our citizens. As a result, the Office of the Solicitor-General also sees as our mission informing the public about issues of domestic violence and alcohol related offenses, including DUI and Underage Possession of Alcohol, through various programs in an effort to prevent criminal cases before the need to prosecute arises.

## OBJECTIVES

- Manage the growing office caseload in an efficient and just manner.
- Reduce time between receipt of case and arraignments by continuing to Fast Track high risk multi-offender DUI and domestic violence cases.
- Reduce time between arraignment and final disposition.
- Continue providing services and support to the victims of crimes.
- Continue to devote two prosecutors through a government funded grant to handle family violence cases and two county funded prosecutors to handle DUI cases so that these often complex cases will be prosecuted efficiently and effectively.
- Reduce recidivism among DUI and substance abuse offenders through rehabilitation by strict supervision and mandatory treatment in the DUI/Drug Court Program.
- Continue providing effective domestic violence intervention and DUI enforcement training to new police recruits through the New Officer Basic Course and to experienced police officers through in-service training.
- Review all outstanding bench warrant cases in order to determine whether prosecution of the cases is consistent with the interest of justice.
- Continue providing educational programs designed to reduce criminal behavior and improve citizen safety at no cost to taxpayers.
- Continue to participate as team members of the DUI/Drug Court, Treatment and Accountability Court, and Veterans' Court in an effort to seek alternative sanctions that reduce recidivism and the jail population.

# SOLICITOR GENERAL

## PERFORMANCE MEASURES

| | Actual | | | Estimated | |
|---|---|---|---|---|---|
| | CY15 | CY16 | CY17 | CY18 | CY19 |
| Criminal Misdemeanor Cases Filed (State Court-includes probation cases) | 4,537 | 3,964 | 3,562 | 3,600 | 3,600 |
| Criminal Misdemeanor Cases Disposed (State Court-includes probation cases) | 4,487 | 4,341 | 3,733 | 3,600 | 3,600 |
| Jury Trials | 52 | 33 | 29 | 40 | 40 |
| Criminal Cases Docketed in Municipal Court | 17,655 | 14,416 | 14,405 | 15,000 | 15,000 |

## BUDGET HIGHLIGHTS

The FY19 Approved Budget includes a $5,000 salary supplement for the Solicitor. There are no other significant changes.

## REVENUE and EXPENDITURE BUDGET

| **Solicitor General** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Fines & Forfeitures | $24.7 | $30.5 | $26.4 | $26.4 | $26.4 | ($4.1) | -13.4% |
| Intergovernmental | $114.8 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | -- |
| Total Revenues | $139.5 | $30.5 | $26.4 | $26.4 | $26.4 | $0.0 | 0.0% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $1,271.1 | $1,151.3 | $1,236.2 | $1,241.2 | $1,253.4 | $102.1 | 8.9% |
| Operating | $63.7 | $67.7 | $66.4 | $66.4 | $66.4 | ($1.3) | -1.9% |
| Total Expenditures | $1,334.8 | $1,219.0 | $1,302.6 | $1,307.6 | $1,319.8 | $100.8 | 8.3% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Solicitor General | $1,334.8 | $1,219.0 | $1,302.6 | $1,307.6 | $1,319.8 | $100.8 | 8.3% |
| Total Expenditures | $1,334.8 | $1,219.0 | $1,302.6 | $1,307.6 | $1,319.8 | $100.8 | 8.3% |
| FULL TIME AUTHORIZED POSITIONS | | | | | | | |
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL | |
| Solicitor General | 17 | 18 | 18 | 18 | 18 | 0 | |

# SOLID WASTE

## MISSION & GOALS

**Vision:**

To be the leader in sustainable material management by creating a culture of zero waste.

**Mission:**

To efficiently deliver integrated material management through comprehensive and innovative collection, disposal, waste reduction and education services.

## PERFORMANCE MEASURES

**Solid Waste Department**

| | *Performance Measure* | *Goal* | *FY14* | *FY15* | *FY16* | *FY17* | *Reference* |
|---|---|---|---|---|---|---|---|
| **Collections** | **Vision:** To be the leader in sustainable material management by creating a culture of zero waste. **Mission Statement:** To efficiently deliver integrated material management through comprehensive and innovative collection, disposal, waste reduction and education services. | | | | | | |
| | Average residential waste/recycling collection cost | ≤ $7.50 | $10.10 | $8.54 | $7.88 | $8.11 | This service is our residential curbside service for waste and recycling in the USD. Cost/Month. |
| | Average curbside collection cost per man hour | < $16.00 | $16.00 | $18.40 | $22.85 | $31.28 | This service is the CBD enhanced service. |
| | Average commercial dumpster cost per tip | < $7.00 | $6.50 | $6.27 | $10.21 | $9.01 | This service is our commercial waste and recycling dumpster bundled service. |
| | Average CBD litter collection cost per hour | ≤ $25.00 | $21.19 | $22.59 | $20.16 | $20.32 | |
| | Leaf and Limb on time scheduled collections | 98% | 90% | 98% | 100% | 100% | Maintain scheduled leaf and limb service to all areas with a 98% or better on schedule rate. |
| **Landfill** | *Performance Measure* | *Goal* | *FY14* | *FY15* | *FY16* | *FY17* | *Reference* |
| | **Disposal (landfill)** | | | | | | |
| | Cost per ton of waste processed at the landfill | ≤$15.00 | $15.75 | $16.03 | $14.93 | $17.25 | |
| | Landfill Tons Recycled | Increase FPY | 25,374.74 | 26,259.20 | 19,828.82 | 12,996.82 | |
| | Compost Produced and Sold (cubic yards) | Increase FPY | 4,986.00 | 4,176.00 | 3,436.00 | 3,565.00 | Bio-solid Compost |
| | Electricity Produced from Landfill Gas (MMBtu) | Producing | N/A | 78,939.70 | 77,002.08 | 74,418.71 | |
| | % Comprehensive Compliance Inspection | Min 95% | 95% | 95% | 95% | 95% | % score on the MSW Evaluation Report Completed by On-Site Inspection by EPD |
| **Waste Reduction** | *Performance Measure* | *Goal* | *FY14* | *FY15* | *FY16* | *FY17* | *Reference* |
| | **Waste Reduction** | | | | | | |
| | Average monthly recycling tonnage | *2,500* | 1,709 | 1,833 | 1,548 | 1,627 | Incoming tonnage received at the RMPF. |
| | % Contamination Rate | *< 10%* | 10% | 15% | 12% | 10% | Contamination is material sent to the landfill but delivered to the RMPF. |
| | % Waste Diversion Rate | *Increase Rate* | 44.0% | 43.0% | 38.0% | | M&C Waste Diversion Goal set in 2010; 40% by 2015; 60% by 2018; 75% by 2020 |
| | Number of CHaRM Customers | Increase FPY | New for FY16 | | 2,371 | 4,415 | |
| | CHaRM Customer Revenue | Increase FPY | | | $10,720 | $13,107 | Fees charged to CHaRM customers - material specific. |
| | Material Revenue from CHaRM items | Increase FPY | | | $5,459 | $20,158 | Revenue made from sale of CHaRM recyclables. |
| | Tonnage Processed at the CHaRM | Increase FPY | | | 434.70 | 142.5 | |
| | Compliance with Commercial Recycling Ordinance | Increase FPY | N/A | 330 | 806 | 896 | Total number/percentage of businesses compliant with Commercial Recycling Ordinance |

# SOLID WASTE

| | Performance Measure | Goal | FY14 | FY15 | FY16 | FY17 | Reference |
|---|---|---|---|---|---|---|---|
| Education Services | **and Education Services (Recycling Division & KACCB)** | | | | | | |
| | Total number of Tour/Outreach Participants | Increase FPY | 1,640 | 1,258 | 1,620 | 2,062 | Tours of the RMPF, Landfill and Compost Facility performed by the Recycling Division. |
| | RMPF Tours | *Data Only* | 63 | 54 | 50 | 71 | |
| | Landfill Tours | *Data Only* | 11 | 17 | 15 | 23 | |
| | Compost Facility Tours | *Data Only* | 9 | 19 | 15 | 23 | |
| | **Keep Athens-Clarke County Beautiful Mission Statement:** to educate and empower citizens and businesses with the resources to take action as environmental stewards of litter prevention, | | | | | | |
| | Number of Annual Community Events | Increase FPY | 61 | 67 | 82 | 103 | These numbers are prepared as required for the KAB annual report. |
| | Number of Volunteers at Community Events | Increase FPY | 7,286 | 10,582 | 7,485 | 8,494 | |
| | Total Number of Volunteer Hours | Increase FPY | 29,967 | 35,498 | 18,361 | 23,458 | |
| | Number of Litter Clean-Ups | Increase FPY | 171 | 191 | 266 | 310 | |
| | Return on Investment | Increase FPY | $194.00 | $108.00 | $19.38 | $18.93 | For every $1 invested in KACCB, FY amount on left is returned in community benefit. |

**Glossary**

CBD - Central Business District
CHaRM - Center for Hard to Recycle Materials
EPD - Environmental Protection Division
FPY - From Previous Year
KAB - Keep America Beautiful
KACCB - Keep Athens-Clarke County Beautiful
MSW - Municipal Solid Waste
NYA - Not Yet Available
RMPF - Recovered Material Processing Facility

## BUDGET HIGHLIGHTS

The Solid Waste Department's budget is supported by three funds: the General Fund, Landfill Fund and the Solid Waste Fund.

General Fund - The FY19 General Fund Budget for litter collection in the Commercial Business District is $235,900. The Budget for Leaf & Limb services is $773,900. There are no significant changes for these services.

Landfill Enterprise Fund - Revenue for the Landfill Enterprise Fund is projected to be $3.8 million, which is $250,000 above the FY18 Budget and based on the current $42/ton fee adopted in FY09. Based on current waste flow, the FY19 estimate is 65,000 tons, which is similar to the FY18 estimate. Operating expenses (less depreciation of $592,000) for the Landfill Fund in FY19 are projected to be $3.3 million, approximately $180,000 more than FY18. The FY19 Budget includes a Program Education Specialist position ($47,000) for litter abatement for 9 months in FY19.

Solid Waste Fund - Operating expenses (less depreciation of $320,000) for the Solid Waste Fund in FY19 are budgeted at $3.4 million, similar to the FY18 Budget. Revenues for FY19 are projected at $3.5 million, similar to FY18. No rate changes are included for FY19.

# SOLID WASTE

## REVENUE and EXPENDITURE BUDGET

| **Solid Waste** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Charges For Services | $7,704.5 | $6,992.8 | $7,211.0 | $7,211.0 | $7,211.0 | $218.2 | 3.1% |
| Intergovernmental | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | -- |
| Other | $191.5 | $138.0 | $135.0 | $135.0 | $135.0 | ($3.0) | -2.2% |
| Gen. Fund (Leaf/Limb/Litter) | $717.9 | $879.5 | $938.8 | $935.6 | $944.4 | $64.9 | 7.4% |
| Total Revenues | $8,613.9 | $8,010.3 | $8,284.8 | $8,281.6 | $8,290.4 | $215.2 | 2.7% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $3,051.9 | $3,523.7 | $3,579.6 | $3,519.8 | $3,611.4 | $87.7 | 2.5% |
| Operating | $5,411.9 | $5,491.0 | $4,958.6 | $4,949.5 | $4,964.1 | ($526.9) | -9.6% |
| Total Expenditures | $8,463.8 | $9,014.7 | $8,538.2 | $8,469.3 | $8,575.5 | ($439.2) | -4.9% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Administration | $1,229.7 | $1,427.0 | $1,481.6 | $1,421.4 | $1,474.1 | $47.1 | 3.3% |
| Landfill | $1,493.6 | $1,484.4 | $1,469.6 | $1,469.6 | $1,478.1 | ($6.3) | -0.4% |
| Collection | $2,987.2 | $3,397.9 | $3,308.1 | $3,304.9 | $3,318.9 | ($79.0) | -2.3% |
| Other Gen Admin/Transfers | $2,753.3 | $2,705.4 | $2,278.9 | $2,273.4 | $2,304.4 | ($401.0) | -14.8% |
| Total Expenditures | $8,463.8 | $9,014.7 | $8,538.2 | $8,469.3 | $8,575.5 | ($439.2) | -4.9% |
| FULL TIME AUTHORIZED POSITIONS | | | | | | | |
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL | |
| Solid Waste | 61 | 61 | 62 | 61 | 62 | 1 | |

# SOLID WASTE

## CAPITAL BUDGET

| Page | Project | Budget |
|---|---|---|
| D-99 | Replace Landfill Road Tractor | 35,000 |
| D-100 | Replace Bulldozer (D6N) | 100,000 |
| D-101 | Replace Mechanic Service Vehicle (New) | 75,000 |
| D-102 | Replace Dump Truck (25 yard articulating) | 134,000 |
| D-103 | Replace Baler Incline Infeed (New) | 65,000 |
| D-104 | Replace Overhead Doors (New) | 40,000 |
| D-106 | Replace Tractor (Ford3930) (New) | 60,000 |
| D-113 | Replace Automated Refuse/Recycling Truck | 540,000 |
| D-114 | Replace Commercial Dumpster Collection Front-end Loader | 165,000 |
| D-116 | Mini-Packer Truck | 34,000 |
| D-117 | Replacement Roll-Off Container Truck | 114,000 |

# STATE COURT

## MISSION & GOALS

The Mission of the State Court is to preside over civil and criminal cases in a manner consistent with the law and interests of justice. The Court seeks to handle all cases in a timely, efficient, and cost-effective manner and to treat all persons who appear in Court with dignity, courtesy, and respect. A significant part of the operation of the Court is the DUI/Drug Court program, the goal of which is to provide the opportunity for repeat DUI and substance-abuse offenders to achieve sobriety and become productive members of our community through a unique program of intensive supervision, treatment and accountability.

## OBJECTIVES

The State Court seeks to provide diligent, effective, efficient and fair administration of justice in all civil and criminal cases. The DUI/Drug Court seeks to reduce recidivism rates for high-risk offenders by holding offenders accountable and therefore increasing public safety.

## PERFORMANCE MEASURES

| | Actual | | | | Forecast |
|---|---|---|---|---|---|
| | CY14 | CY15 | CY16 | CY17 | CY18 |
| Criminal Case File (includes probation cases) | 4,727 | 4,537 | 3,964 | 3,500 | 3,500 |
| Criminal Cases Disposed | 4,834 | 4,487 | 4,341 | 4,100 | 4,100 |
| Civil Cases Filed | 439 | 487 | 450 | 450 | 450 |
| Civil Cases Disposed | 532 | 426 | 449 | 450 | 450 |
| Civil & Criminal Jury Trials Conducted | 47 | 52 | 38 | 35 | 35 |

## BUDGET HIGHLIGHTS

The General Fund portion of the State Court Budget includes $114,000 for DUI/Drug Court personal services. These expenses were moved from the Special Programs Fund in FY17 along with revenues from Pretrial Supervision. For FY19, $54,000 for juror fee expenses has shifted from State Court to the Clerk of Courts Office. There are no other significant changes within the FY19 Budget for State Court.

The FY19 budget for the DUI-Drug Court has total estimated revenues of $116,000, anticipated grant funding of $74,000 and use of DATE Funds of $73,000 for a total of $263,000.

The DUI/Drug Court has increased its dependence on the DATE (Drug Abuse Treatment and Education) Funds as a source of revenue. DATE fund revenues have declined over the past several years, while usage has increased. In future years, DATE funds may not be available.

# STATE COURT

## REVENUES and EXPENDITURES

| State Court | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | COMMISSION $ CHG over/under 18 BUD | COMMISSION % CHG over/under 18 BUD |
|---|---|---|---|---|---|---|---|
| REVENUES (in $1,000's) | | | | | | | |
| Intergovernmental | $70.1 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | -- |
| Charges For Services | $246.6 | $270.0 | $297.2 | $297.2 | $297.2 | $27.2 | 10.1% |
| Other Revenues | $16.0 | $73.0 | $73.0 | $73.0 | $73.0 | $0.0 | 0.0% |
| Total Revenues | $332.7 | $343.0 | $370.2 | $370.2 | $370.2 | $27.2 | 7.9% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $621.2 | $637.2 | $657.7 | $657.7 | $662.4 | $25.2 | 4.0% |
| Operating | $433.1 | $454.2 | $395.2 | $395.2 | $395.1 | ($59.1) | -13.0% |
| Total Expenditures | $1,054.3 | $1,091.4 | $1,052.9 | $1,052.9 | $1,057.5 | ($33.9) | -3.1% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| State Court | $695.4 | $714.4 | $677.5 | $677.5 | $680.5 | ($33.9) | -4.7% |
| DUI/Drug Court | $358.9 | $377.0 | $375.4 | $375.4 | $377.0 | $0.0 | 0.0% |
| Total Expenditures | $1,054.3 | $1,091.4 | $1,052.9 | $1,052.9 | $1,057.5 | ($33.9) | -3.1% |

| FULL TIME AUTHORIZED POSITIONS | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
|---|---|---|---|---|---|---|
| State Court | 7 | 7 | 7 | 7 | 7 | 0 |

# SUPERIOR COURTS

## MISSION

***Superior Courts***
The mission of the Superior Courts is to provide for the timely, effective and legally correct resolution of civil disputes, criminal prosecutions, appellate and equity matters in the furtherance of justice and in compliance with the Constitution and the laws of the State of Georgia. The Superior Courts also supports and oversees the operation of programs and functions within the Superior Courts' authority.

***Probation Services***
The mission of Probation Services is to be a leader in community corrections, working with the judiciary and the community to create a safer society. Probation Services is committed to providing the courts with quality information while offering viable, cost-effective sentencing and pretrial options. Through a balance of compliance enforcement and treatment strategies, offenders are held accountable and afforded opportunities to become productive, law-abiding citizens. Probation Services provides offender management for Felony Drug Court, Treatment and Accountability Court, Veterans Court, DUI/Drug Court, and the Solicitor's Pretrial Intervention Program. Probation Services also provides enhanced supervision of Domestic Violence cases under a Violence Against Women (VAWA) grant and operates the full-service Athens Drug Lab.

***Felony Drug Court***
The mission of the Western Judicial Circuit Felony Drug Court is to provide an alternative means for addressing substance abuse offenses through a judicially supervised regimen of treatment for chemically dependent offenders with the goal of yielding sober, law-abiding citizenry, thereby reducing the cost and negative effect on the community while resolving public safety issues.

***Mental Health Treatment and Accountability Court***
The mission of the Treatment and Accountability Court is to increase public safety and make more effective use of resources, in cooperation with local mental health providers, by providing judicial supervision to offenders with mental illness, thereby reducing criminal behavior, reducing arrests and jail time; effectively treating and monitoring individuals with mental illness and improving the quality of life for individuals and their families.

***Alternative Dispute Resolution***
The mission of the Alternative Dispute Resolution Program for the Tenth Judicial District is to provide an alternative method of resolving disputes in cases filed in Superior, State, Magistrate and Probate Courts of Athens-Clarke, Oconee, Madison, Hart, Elbert, Franklin, Walton, Newton, and Oglethorpe counties. Judges in these counties assign appropriate cases for mediation in conformity with state law and local rules established by the Board of Directors for the ADR program. The ADR Program staff also coordinates the Divorcing Parents Programs in Athens-Clarke and Oconee counties for spouses filing for divorce who have children under 18 years of age.

***Law Library***
The mission of the Athens-Clarke County Law Library is to provide free use of legal research materials including statutes, digests and case law in an effort to promote equal access to court services. The Law Library's primary purpose is for legal research, but it also has facilities for meetings and serves as the center for self-represented litigants.

## OBJECTIVES

- To maintain or increase current disposition rates for Superior Court civil and criminal cases.

- To increase response times, participation, rehabilitative services and compliance through alternative programs such as Alternative Dispute Resolution, Felony Drug Court, Mental Health Treatment and Accountability Court, Veterans Court and Probation Services.

# SUPERIOR COURTS

- Reduce recidivism and increase the ability of offenders to become productive members of the community through the Probation Services, Felony Drug Court, Mental Health Treatment and Accountability Court, and Veterans Court.

- Incorporate the use of new and existing court-based technology to maximum extent possible to improve case tracking abilities and increase efficiency and effectiveness in case resolution in Superior Court, Probation Services, Alternative Dispute Resolution, Mental Health Treatment and Accountability Court, and Veterans Court.

- Provide clinically responsible, research-based treatment and counseling to drug and/or alcohol addicted criminal offenders through the Felony Drug Court and Veterans Court as well as those with mental illnesses through the Mental Health Treatment and Accountability Court.

- Increase positive community relations and the professional knowledge of court staff and participants while ensuring equal access to court services.

- Increase speed of case processing time in Superior Court and Alternative Dispute Resolution through case management efforts; in the Felony Drug Court, Mental Health Treatment and Accountability Court, and Veterans Court by clinically assessing potential participants more quickly to determine if they are eligible to resolve their case through participation in the program or if the case should return to traditional case processing; and in Probation Services by implementing various technology enhancements.

- Increase program participation for qualified participants in the Felony Drug Court, Mental Health Treatment and Veterans Court and increase the direct contact and supervision provided to participants of these programs and Probation Services to ensure program conformity and fidelity.

## PERFORMANCE MEASURES

| | Actual | | | Forecast | |
|---|---|---|---|---|---|
| | CY16 | CY16 | CY17 | CY18 | CY19 |
| Criminal Cases Filed | 2,527 | 2,500 | 2,200 | 2,200 | 2,200 |
| Civil Cases Filed | 2,289 | 2,400 | 2,650 | 2,650 | 2,650 |

| | Actual | | | Forecast | |
|---|---|---|---|---|---|
| | FY15 | FY16 | FY17 | FY18 | FY19 |
| Number of New Accountability Court Participants | 44 | 44 | 45 | 45 | 45 |
| Number of Accountability Court Graduates | 17 | 19 | 20 | 20 | 20 |
| Average Number of Misdemeanor Probation Cases and Active Warrants | 2,900 | 2,500 | 4,000 | 4,000 | 4,000 |
| Average Number of Pre-trial Probation Cases | 350 | 350 | 600 | 600 | 600 |

# SUPERIOR COURTS

## Probation Services

| Outcomes and Performance Measures | Current Goal | 2016 | 2017 | Proj. 2018 | Trend | Comments or Analysis |
|---|---|---|---|---|---|---|
| **Court Case Data** | | | | | | |
| **Superior** Court Cases Fiscal Year | Data only | 410 | 335 | 298 | Down | |
| Finacial Assessments ordered in dollars | Data only | $171,561 | $120,444 | 79,022 | Down | |
| Percentage of assessments collected by probation | 65% | 62% | 67% | 69% | Up | |
| Community Service Hours Completed | Data only | 7,090 | 6,430 | 3,632 | Down | |
| **State** Court Cases Fiscal Year | Data only | 1,377 | 1,366 | 1,082 | Down | |
| Finacial Assessments ordered in dollars | Data only | $779,894 | $661,444 | $477,768 | Down | |
| Percentage of assessments collected by probation | 65% | 65% | 65% | 64% | Down | |
| Community Service Hours Completed | Data only | 64,944 | 55,313 | 455 | Down | |
| **Municipal** Court Cases Fiscal Year | Data only | 690 | 610 | 662 | Up | |
| Finacial Assessments ordered in dollars | Data only | $454,969 | $379,718 | $362,314 | Down | |
| Percentage of assessments collected by probation | 65% | 70% | 71% | 75% | Up | |
| Community Service Hours Completed | Data only | 24,871 | 22,033 | 18,820 | Down | |
| **WE PROVIDE A COST-EFFICIENT WORKFORCE** | | | | | | |
| Total number of staff-FT | Data only | 21 | 21 | 21 | | |
| Total number of staff-PT/NB | Data only | 2 | 3 | 3 | | |
| Total expenses ($) | Data only | $1,628,765 | $1,678,132 | $1,638,530 | Up | Actual Expenses for the year |
| Revenue Receipts | Data only | $ 947,564 | $ 997,250 | $ 851,812 | Down | Supervision Fees, Program Fees, Electronic Monitoring Fees, Drug Test Fees |
| Percentage of revenue offset relative to expenses | Data only | 58% | 59% | 52% | Down | Goal: **Increase by 5% or more** |
| **CASE MANAGEMENT** | | | | | | |
| Number of cases closed successfully | Data only | 1,370 | 1,570 | Pending | | Probationer completed conditions or case was modified. |
| Number of cases closed unsuccessfully | Data only | 676 | 679 | Pending | | Probationer did not complete conditions or were in warrant status/revoked. |
| Percentage of successful cases | Data only | 51% | 57% | Pending | | Goal: **Increase by 5% or more** |
| **Drug Testing** | | | | | | |
| Samples tested by Fiscal Year | Data only | 16,601 | 17,512 | 18,398 | Up | Individual urine samples tested. Goal: **Increase by 5% or more.** |
| Assays performed | Data only | 111,179 | 117,469 | 120,310 | Up | Specific tests for drugs within the samples. Goal: **Increase by 5% or more.** |

# SUPERIOR COURTS

## BUDGET HIGHLIGHTS

The FY19 Budget reflects a reduction of $19,700 in lease/rent expenses for Probation Services due to an anticipated move to an ACCGOV owned facility. The FY19 Budget also includes a shift of $140,760 for juror fee expenses to the Clerk of Courts Office.

The Superior Court requested $67,500 for Veteran's Court Program Coordinator and $74,000 for an IT Administrator for the courts. These requests were not approved.

The Superior Court also operates an Alternative Dispute Resolution (ADR) Program. This program operates in a separate fund and all costs are recovered by revenues from fees charged to participating judicial circuits, which currently include the Alcovy, Northern and Western judicial circuits. The FY19 Budget for the ADR Program is $206,200.

The Superior Court also operates the Felony Drug Court. The Felony Drug Court has requested the use of $52,000 of DATE (Drug Abuse Treatment and Education) funds. This is similar to the amount the Court anticipated to be used in FY18. The Felony Court has increased its dependence on the DATE Funds as a source of revenue. DATE fund revenues have declined over the past several years, while usage has increased. In future years, DATE funds may not be available.

# SUPERIOR COURTS

## REVENUE and EXPENDITURE BUDGET

| **Superior Courts** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Intergovernmental | $345.8 | $6.5 | 6.5 | 6.5 | 6.5 | $0.0 | 0.0% |
| Charges for Services | $909.4 | $1,103.4 | 940.0 | 940.0 | 942.4 | ($161.0) | -14.6% |
| Other Revenues | 134.0 | 52.0 | 52.0 | 52.0 | 52.0 | $0.0 | 0.0% |
| Total Revenues | $1,389.2 | $1,161.9 | $998.5 | $998.5 | $1,000.9 | ($161.0) | -13.9% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $2,333.3 | $2,474.8 | $2,557.1 | $2,416.2 | $2,444.1 | ($30.7) | -1.2% |
| Operating | $1,329.2 | $1,250.9 | $1,112.5 | $1,112.5 | $1,112.5 | ($138.4) | -11.1% |
| Total Expenditures | $3,662.5 | $3,725.7 | $3,669.6 | $3,528.7 | $3,556.6 | ($169.1) | -4.5% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Administration | $3,211.4 | $3,178.8 | $3,114.1 | $2,973.2 | $3,000.5 | ($178.3) | -5.6% |
| Superior Court One | $109.1 | $127.6 | $127.9 | $127.9 | $127.9 | $0.3 | 0.2% |
| Superior Court Two | $154.5 | $139.2 | $139.6 | $139.6 | $139.6 | $0.4 | 0.3% |
| Superior Court Three | $105.5 | $164.2 | $166.5 | $166.5 | $166.5 | $2.3 | 1.4% |
| Superior Court Four | $72.5 | $105.7 | $106.0 | $106.0 | $106.0 | $0.3 | 0.3% |
| Other General Admin. | $9.5 | $10.2 | $15.5 | $15.5 | $16.1 | $5.9 | 57.8% |
| Total Expenditures | $3,662.5 | $3,725.7 | $3,669.6 | $3,528.7 | $3,556.6 | ($169.1) | -4.5% |
| FULL TIME AUTHORIZED POSITIONS | | | | | | | |
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL | |
| Superior Courts | 33 | 34 | 36 | 34 | 34 | 0 | |

# TAX ASSESSORS

## MISSION & GOALS

- Appraise all property located in Athens-Clarke County at its fair market value to ensure that taxpayers pay no more than their fair share of property taxes.
- Achieve fair and equitable valuations of all properties within state mandated specifications.
- Produce a statutorily acceptable digest by August 1 of each year.

## OBJECTIVES

- Maintain a level of assessment (assessed value/sales ratio) between 38% and 42% (state requirement range is 36% - 44%.)
- Maintain a uniformity of assessment (coefficient of dispersion) not to exceed a range of 10% above or below the median ratio (state requirement is less than 15%).
- Maintain an assessment bias relationship (price related differential) close to 1.00 (state requirement range is 0.95 – 1.10).
- Prepare and send change of assessment notices by first week of May each digest year.

# TAX ASSESSORS

## PERFORMANCE MEASURES

| Outcomes and Performance Measures | Goal | FY13 | FY14 | FY15 | FY16 | FY17 | Comments or Analysis |
|---|---|---|---|---|---|---|---|
| **Appraise all property located in Athens-Clarke County** | | | | | | | |
| Number of Real Parcels | Data Only | 41,802 | 41,871 | 41,861 | 41,805 | 41,828 | Annual digest count |
| Number of Personal Property Accounts | Data Only | 5,169 | 5,209 | 5,216 | 5,277 | 5,415 | Annual digest count |
| Number of Mobile Homes | Data Only | 2,517 | 2,516 | 2,514 | 2,496 | 2,497 | Annual digest count |
| **Achieve fair and equitable valuations of all properties according to state mandated specifications** | | | | | | | |
| Maintain Level of Assessment (FMV) | 38%-42% | 39.53 | 39.96 | 40.58 | 39.39 | *Unknown | Mandated by State of Georgia |
| Maintain Level of Uniformity | < 15% | 10.21 | 3.20 | 8.81 | 8.90 | *Unknown | Mandated by State of Georgia |
| Maintain Level of Assessment Bias | .95 - 1.10 | 102.26 | 100.61 | 101.24 | 101.58 | *Unknown | Mandated by State of Georgia |
| Georgia Department of Audit Ratio Study | Pass, no findings | Pass, no findings | Pass, no findings | Pass, no findings | Pass, no findings | *Unknown | Mandated by State of Georgia |
| **Produce a statutorily acceptable digest each year so tax bills can be mailed in a timely manner** | | | | | | | |
| Complete fieldwork reviews by February 1 each year | > 95% | 97% | 97% | 97% | 98% | 98% | Necessary deadline in producing of tax digest each year |
| Complete deed transactions reviews by Feb 1 each year | > 95% | 95% | 95% | 96% | 97% | 98% | Necessary deadline in producing of tax digest each year |
| Complete mapping updates by Feb 1 each year | > 95% | 97% | 97% | 96% | 97% | 98% | Necessary deadline in producing of tax digest each year |
| Complete Personal Property accounts to send notices by first week of May each year | > 95% | 100% | 99% | 99% | 99% | 96% | Necessary deadline in producing of tax digest each year |
| Complete ratio analysis to send notices by first week of May each year | > 98% | 100% | 100% | 100% | 100% | 100% | Necessary deadline in producing of tax digest each year |
| Process appeals within 180 days of receipt | < 180 | 100% | 100% | 100% | 100% | 100% | State requirement for processing appeals in timely manner |
| Produce timely and acceptable tax digest | August 1 each year | Met | Met | Met | Met | Met | State requirement for tax digest submission is September 1 each year |
| | | | | | | | |

* 2017 Statistics not available from state until July 2018.

# TAX ASSESSORS

## BUDGET HIGHLIGHTS

There are no significant changes in the Tax Assessor's FY19 Budget.

## REVENUE and EXPENDITURE BUDGET

| **Tax Assessors** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $950.7 | $996.6 | $984.1 | $984.1 | $997.3 | $0.7 | 0.1% |
| Operating | $93.5 | $119.3 | $120.2 | $120.2 | $120.2 | $0.9 | 0.8% |
| Total Expenditures | $1,044.2 | $1,115.9 | $1,104.3 | $1,104.3 | $1,117.5 | $1.6 | 0.1% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Tax Assessors | $1,044.2 | $1,115.9 | $1,104.3 | $1,104.3 | $1,117.5 | $1.6 | 0.1% |
| Total Expenditures | $1,044.2 | $1,115.9 | $1,104.3 | $1,104.3 | $1,117.5 | $1.6 | 0.1% |

| FULL TIME AUTHORIZED POSITIONS | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
|---|---|---|---|---|---|---|
| Tax Assessors | 13 | 13 | 13 | 13 | 13 | 0 |

# TAX COMMISSIONER

## MISSION

The overall goal of the Office of the Tax Commissioner is to provide effective and accountable tax administration to the citizens of Athens-Clarke County in a fair and courteous manner.

The Property Tax Division is involved in the preparation of the digest, collection of ad valorem tax on real and personal property, disbursements of these collections to the levying authorities, and final audit of these transactions.

The Delinquent Tax Division's mission is to maximize collection of ad valorem tax by working with taxpayers in financial difficulty and maintaining an ongoing levy program. We use all legal measures to collect delinquent tax from those who willfully refuse to pay.

The Motor Vehicle Division -- Services provided by this division are: (1) registration and titling of vehicles, collection, and disbursements of related taxes and fees; (2) advise taxpayers of legal means of transferring vehicle ownership and proper registration and titling procedures; and (3) assist law enforcement in identifying vehicle ownership.

## OBJECTIVES

- Process property tax payments within 24 hours of receipt
- Disburse payments received within one week in off peak season and within two weeks in the peak season as required by O.C.G.A.
- Collect, process and disburse 91% of property taxes billed within 30 days of due date
- Collect, process and disburse 98.5% of property taxes billed by the end of the fiscal year
- Process and (re)bill errors, releases and Not on Digest (NOD's) within seven working days
- Process motor vehicle dealer mail within 24-48 hours of receipt
- Turn around individual taxpayer mail within 48 hours
- Process walk-in business in 15 minutes or less for DMV and five minutes or less for property tax
- Answer phones by third ring

## PERFORMANCE MEASURES

| | Actual | | | Forecast | |
|---|---|---|---|---|---|
| | FY15 | FY16 | FY17 | FY18 | FY19 |
| Property Tax Bills - Real/Personal | 45,862 | 45,866 | 46,003 | 46,000 | 46,000 |
| Delinquent Tax Billing | 8,218 | 8,011 | 12,166 | 9,000 | 9,000 |
| Homestead Applications Maintained | 15,820 | 15,834 | 15,717 | 16,000 | 16,200 |
| Tax Returns Received/Processed | 1,488 | 1,586 | 1,526 | 1,600 | 1,600 |
| Tax Sale Operations/ Fi-Fa. Issued | 412 | 926 | 1,858 | 1,900 | 1,900 |
| Vehicle Registration Services | 99,768 | 90,962 | 106,904 | 107,000 | 107,000 |
| Vehicle Miscellaneous Services | 4,461 | 12,364 | 5,757 | 8,000 | 8,000 |
| Mobile Homes Billed | 1,807 | 1,824 | 1,801 | 1,825 | 1,825 |
| Vehicle Title Services | 21,040 | 19,921 | 22,080 | 21,000 | 21,000 |

# TAX COMMISSIONER

## BUDGET HIGHLIGHTS

The FY19 Budget for the Tax Commissioner's office is $1.5M. It includes a new $5,000 annual salary supplement for the Tax Commissioner.

The Tax Commissioner's Office requested an increase of $26,400 to purchase new data processing equipment for implementation of the new Georgia Department of Revenue DRIVES vehicle title and registration system. Of this $26,400 requested increase, $6,000 is included within the FY19 Budget.

## REVENUE and EXPENDITURE BUDGET

| **Tax Commissioner** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Charges For Services | $2,096.0 | $2,135.0 | $2,290.0 | $2,290.0 | $2,290.0 | $155.0 | 7.3% |
| Total Revenues | $2,096.0 | $2,135.0 | $2,290.0 | $2,290.0 | $2,290.0 | $155.0 | 7.3% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $1,256.5 | $1,298.6 | $1,301.0 | $1,306.0 | $1,324.0 | $25.4 | 2.0% |
| Operating | $164.6 | $204.8 | $231.1 | $210.7 | $210.7 | $5.9 | 2.9% |
| Total Expenditures | $1,421.1 | $1,503.4 | $1,532.1 | $1,516.7 | $1,534.7 | $31.3 | 2.1% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Administration | $186.5 | $194.3 | $196.0 | $201.0 | $203.3 | $9.0 | 4.6% |
| Property Tax | $411.1 | $428.2 | $440.5 | $440.5 | $445.9 | $17.7 | 4.1% |
| Motor Vehicle | $662.1 | $702.2 | $718.3 | $697.9 | $706.2 | $4.0 | 0.6% |
| Delinquent Tax | $161.4 | $178.7 | $177.3 | $177.3 | $179.3 | $0.6 | 0.3% |
| Total Expenditures | $1,421.1 | $1,503.4 | $1,532.1 | $1,516.7 | $1,534.7 | $31.3 | 2.1% |

| FULL TIME AUTHORIZED POSITIONS | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
|---|---|---|---|---|---|---|
| Tax Commissioner | 19 | 19 | 19 | 19 | 19 | 0 |

# TRANSIT

## MISSION & GOALS

The mission of the Transit Department is to provide safe, courteous, cost effective efficient public transportation services to the citizens of Athens-Clarke County.

## GOALS AND OBJECTIVES

- Transit is to provide transportation to employment, educational, medical, shopping, cultural, and other resource centers for community members, with special attention to those who do not have access to other modes of transportation.
- To identify areas with transit dependent block groups that have an above average propensity to use transit by assessing census data.
- Recommend change on a system wide basis to better address the needs of citizens.
- Emphasize regional connections for all ground transportation.
- Position Athens Transit as a strong alternative to automobiles by providing more frequency of service, longer hours of service, multiple transfer options, and more direct routes with shorter travel times.
- Transit provides solutions to help improve citizen mobility within Athens-Clarke County.
- Identify neighborhoods that are underserved and develop service plans.
- Attempt to improve air quality by reducing traffic congestion along specific corridors.

ATS operates in such a manner that is cost effective.

- Continue to pursue dedicated funding sources for transit services. (Examples; local option sales tax, gasoline tax, etc.)
- Develop alternative revenue sources that have the least impact on local community tax payers.
- Create a fare structure that is economically feasible for people with low incomes.
- Utilize SPLOST and TSPLOST funding to supplement capital expenses.
- Thoroughly investigate, acquire and implement new technology to achieve operating cost savings.
- Continue to foster the ATS and UGA transit services interface in order to achieve community goals.
  a) Continue to coordinate with Campus Transit to avoid duplication of transit services.
  b) Develop specific services in conjunction with Campus Transit, tailored to meet the needs of UGA affiliated passengers
- Reduce the need for parking facilities within the CBD and UGA campus therefore allowing maximum utilization of land for more productive purposes.
  a) Educate employers, the business community and citizens about the economic benefits of Athens Transit.
  b) Encourage more partnerships with employers and business communities.
  c) Develop park-n-ride sites with direct service to the CBD and UGA campus.

## SERVICE GOALS

Fixed Route Service – "The Bus"

- Provide safe, timely transit services to our community and a safe service environment for customers and employees.
- Ensure that safe, clean, well-maintained vehicles are available to operate all trips as scheduled.
- Achieve a high level of rider satisfaction and an on-time performance rate that exceeds 90%.
- Maximize fare revenue, while providing economical services.
- Limit the cost of providing service by generating more revenue.
- Increase community awareness and encourage use of available transit service.
- Implement innovative route and scheduling methods to reduce cost and promote increased ridership.

Paratransit Demand Response – "The Lift"

- Limit the increasing cost of providing service by ensuring only qualified individuals are permitted to use the service.

# TRANSIT

- Achieve a high level of rider satisfaction and an on-time performance rate that exceeds 90%.
- Optimize scheduling to effectively utilize resources.
- Implement innovative route and scheduling methods to reduce cost and promote increased ridership.

## PERFORMANCE MEASURES

| Athens-Clarke County Transit | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Outcomes and Performance Measures** | **Goal** | **FY13** | **FY14** | **FY15** | **FY16** | **FY17** | **Comments or Analysis** |
| **The Athens-Clarke County Transit Department provides safe, couteous service** | | | | | | | |
| Collision Accidents Fixed Route (FR) | decrease by 5% | 22 | 23 | 24 | 24 | 17 | FY16-FY17 Accidents decreased by 29% |
| Collision Accidents Demand Response (DR) | decrease by 5% | 3 | 3 | 6 | 4 | 1 | FY16-FY17 Accidents decreased by 75% |
| Accidents/100,000 Miles (FR) | decrease by 5% | 2 | 3 | 3 | 4 | 2 | FY16-FY17 Miles between Accidents decreased by 50% |
| Miles/Road Failure (FR) | decrease by 5% | 4,178 | 4,296 | 3964 | 4908 | 4,672 | FY16-FY17 Miles between failures decreased by 5% |
| **that is cost effective** | | | | | | | |
| Total Farebox Revenue | increase by 3% | $1,905,138 | $2,013,130 | $1,951,602 | $1,850,187 | $1,847,486 | Farebox revenue decreased by 0.14% |
| General Fund Contribution | Data only | $1,831,745 | $1,831,745 | $1,898,845 | $2,328,573 | $2,440,859 | FY17-FY18 GF contribution decreased by 30%, FY19 requested GF $2,875,696 |
| Operating Grants | Data only | $1,831,745 | $1,842,890 | $1,898,845 | $2,037,000 | $2,099,000 | Total Operating grant funds FY15-FY19 = $11,160,845 |
| General Fund Contribution Percentage to Overall Operating budget | <50% | 33% | 32% | 33% | 37% | 38% | In FY16, $0.37 cents of every dollar spent on transit came directly from the farebox, this is double the national average FFR |
| Enterprise Reserve Unrestricted Net Position | >90 days | | | $3,308,894 | $4,175,211 | $3,978,380 | FY17-FY18 Net Position derceased by 29% |
| Farebox Recovery Rate (FFR) to overall costs | <35% | 34% | 35% | 29% | 27% | 29% | |
| Farebox Recovery Rate with STIC credit included (Small Transit Intensive Cities= STIC) | Data only | na | na | 39% | 36% | 36% | Additional Federal STIC funds are received because of UGA participation in the NTD program |
| National average FFR for small urban transit systems | Data only | 15% | 16% | 16% | 18% | unavalible | |
| **and leverages local resources responsibly** | | | | | | | |
| FTA & State- 5307 Capital grants | Data only | $1,195,690 | $1,133,300 | $1,503,000 | $1,805,000 | $1,375,000 | Capital monies for bus and bus facilities, preventive maintenance services, vehicle replacements, and support equipment. |
| 5339 Capital grants | Data only | $2,846,704 | $0 | $0 | $0 | $3,204,397 | Bus Stop Improvements grant |
| SRTA grant | Data only | $0 | $0 | $0 | $0 | $6,000,000 | Vehicle replacements |
| Capital Match (local) | Data only | $607,810 | $113,300 | $150,300 | $180,500 | $1,178,379 | |
| Percentage of Capital grant funds to local match | > 75% | 86% | 90% | 90% | 90% | 92% | |
| **while also being an efficient public transportation system.** | | | | | | | |
| **Total Passengers Fixed-Route (FR) Services** | increase by 3% | 1,733,589 | 1,649,473 | 1,555,318 | 1,508,601 | 1,603,837 | Overall DR ridership is trending upward FY16-FY17 ridership increased by 3% |
| Passenger Revenue | increase by 3% | $1,905,138 | $1,990,536 | $1,951,602 | $1,850,187 | $1,858,368 | FY16-FY17 Passenger revenue increased 3% |
| Revenue Miles | increase by 3% | 757,503 | 753,927 | 761,055 | 818,720 | 868,972 | Revenue Miles Increased because of new services, RT30 |
| Revenue Hours | increase by 3% | 65,868 | 65,426 | 65,983 | 71,285 | 75,038 | Revenue Hours Increased because of new services, RT30 |
| Passengers/Mile (PPM) | increase by 3% | 2.38 | 2.2 | 2.04 | 1.84 | 1.85 | National Average PPM FY16 = 3.7 |
| Passengers/Hour (PPH) | increase by 3% | 26.2 | 25.1 | 23.57 | 21.16 | 21.37 | National Average PPH FY16 = 29.9 |
| | | | | | | | |
| **Total Passengers Demand Response (DR) Services** | increase by 3% | 7,848 | 7,271 | 6,793 | 6,822 | 6,814 | Overall DR ridership is trending slightly upward from FY15-FY17 |
| Passenger Revenue | increase by 3% | $26,922 | $22,594 | $23,595 | $23,705 | $22,837 | Passenger revenue conintues to decrease |
| Revenue Miles | increase by 3% | 60,914 | 55,034 | 55,541 | 59,843 | 56,875 | Revenue miles are not steadily increasing |
| Revenue Hours | increase by 3% | 5,351 | 5,572 | 5,138 | 5,354 | 5,509 | Revenue hours are steadily increasing |
| Passengers/Mile (PPM) | increase by 3% | 0.13 | 0.1 | 0.12 | 0.11 | 0.12 | National Average PPM FY16 = 1.1 |
| Passengers/Hour (PPH) | increase by 3% | 1.47 | 1.3 | 1.32 | 1.27 | 1.27 | National Average PPH FY16 = 2.1 |

# TRANSIT

## BUDGET HIGHLIGHTS

Total Revenue of $5.5 million is projected for FY19, an increase of $272,806 from FY18 Budget. Federal funding is estimated to be $2.6 million in FY19, an increase of $500,000 above the FY18 Original Budget amount. Fare box revenue ($650,000) and the contribution from UGA ($527,700) will provide $1.2 million, $191,000 less than FY18. UGA Fare box revenue will decline in FY19 by $76,300, from $604,000 to $527,700, based on the current contract for ridership and grant revenue sharing.

The FY19 Budget includes a General Fund contribution to the Transit Enterprise Fund of $1.7 million, the same amount as in FY18. The FY19 Budget plans the use of $1 million of available unrestricted fund balance in the Transit Fund.

For FY19, the Budget reflects the transfer of the Transit Planning Grant ($90,400), which funds a Planner II position, from the Planning department to the Transit Department.

FY19 expenses (less depreciation of $2.9 million) for the Transit Enterprise Fund are expected to be approximately $6.7 million, an increase of $207,200 above FY18. The FY19 Budget includes the addition of a full-time Transit Education/Outreach/Marketing Coordinator position beginning in the last nine months of FY19; and the addition of a full-time Transit Safety & Training Coordinator position beginning in the last six months of FY19.

# TRANSIT

## REVENUE and EXPENDITURE BUDGET

| **Transit** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Charges For Services | $1,406.3 | $1,438.9 | $1,247.7 | $1,247.7 | $1,247.7 | ($191.2) | -13.3% |
| Intergovernmental (Oper.) | $2,099.0 | $2,099.0 | $2,563.0 | $2,563.0 | $2,563.0 | $464.0 | 22.1% |
| Other | $31.7 | $10.0 | $10.0 | $10.0 | $10.0 | $0.0 | 0.0% |
| General Fund Support | $2,440.9 | $1,706.9 | $1,885.0 | $1,706.9 | $1,706.9 | $0.0 | 0.0% |
| Total Revenues | $5,977.9 | $5,254.8 | $5,705.7 | $5,527.6 | $5,527.6 | $272.8 | 5.2% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $3,736.5 | $3,949.2 | $4,305.4 | $4,155.9 | $4,260.6 | $311.4 | 7.9% |
| Operating | $3,282.1 | $4,458.8 | $5,376.3 | $5,381.3 | $5,406.9 | $948.1 | 21.3% |
| Total Expenditures | $7,018.6 | $8,408.0 | $9,681.7 | $9,537.2 | $9,667.5 | $1,259.5 | 15.0% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Administration | $420.6 | $534.1 | $717.9 | $613.9 | $672.4 | $138.3 | 25.9% |
| Operations | $3,163.8 | $3,658.7 | $3,606.7 | $3,563.2 | $3,592.9 | ($65.8) | -1.8% |
| Demand Response | $267.0 | $334.7 | $318.2 | $318.2 | $320.5 | ($14.2) | -4.2% |
| Maintenance | $965.4 | $986.1 | $1,000.3 | $1,000.3 | $1,009.2 | $23.1 | 2.3% |
| Other Gen Admin/Transfers | $2,201.8 | $2,894.4 | $4,038.6 | $4,041.6 | $4,072.5 | $1,178.1 | 40.7% |
| Total Expenditures | $7,018.6 | $8,408.0 | $9,681.7 | $9,537.2 | $9,667.5 | $1,259.5 | 15.0% |

| FULL TIME AUTHORIZED POSITIONS | | | | | | |
|---|---|---|---|---|---|---|
| | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
| Transit | 66 | 68 | 75 | 70 | 71 | 3 |

# TRANSPORTATION AND PUBLIC WORKS

## MISSION

Transportation & Public Works is committed to the responsible planning, construction, maintenance, and operation of a transportation network that is effective and safe for people using all modes of transportation.

Further, Transportation & Public Works is dedicated to a stormwater management program that improves both the conveyance of stormwater and the quality of our streams and rivers while running an effective and responsive utility.

## GOALS

The Department strives to provide an effective and safe transportation network for people using all modes through the following:

- Provide a proactive asset management program to key transportation infrastructure including pavement, bridges, traffic signals, pavement markings, and signs
- Provide safe and efficient roadways
- Provide effective bicycle and pedestrian networks that are comfortable and safe for all users
- Provide safe, clear, efficient, and effective traffic control and guidance systems
- Provide proactive and responsive maintenance to transportation systems
- Promote high quality, safe, effective and environmentally sensitive development in the community
- Oversee the effective and cost efficient construction of transportation improvements
- Provide prompt emergency response that serves the needs of Athens-Clarke County

The Department strives to provide an effective stormwater program through the following

- Provide a proactive asset management program to key stormwater infrastructure including dams, detention facilities, culverts, and stormwater collection systems
- Provide safe and efficient public storm water collection and conveyance systems
- Operate a utility that is cost efficient, effective, and responsive
- Identify safety and operational deficiencies in drainage systems and deliver corrective solutions in a timely manner

## OBJECTIVES

Transportation:

- Provide major roadway maintenance (resurfacing) to at least 5.8% (70 lane-miles) of ACC lane miles to provide a sustainable life cycle program (10 years for arterials, 15 years for collectors, and 20 years for local roadways)
- Replace approximately one bridge every 1.5 years to provide sufficient structures
- Rebuild approximately 8 traffic signals annually to provide a reliable and effective signal system
- Upgrade 10%, approximately 1,500, of all road signs on an annual basis to ensure proper reflectivity standards of all signs
- Complete plans review for new development within fourteen (14) days of submittal
- Complete 95% of street work requests within three (3) days of receiving the request

Stormwater:

- Develop and implement an asset management program for piped stormwater systems
- Continued implementation of stormwater master plan
- Maintain stormwater utility bill collection to average at least 92% yearly
- Provide a cost effective stormwater utility that maximizes public investment

# TRANSPORTATION AND PUBLIC WORKS

## PERFORMANCE MEASURES

### Transportation

| *Performance Measure* | *Goal* | *FY13* | *FY14* | *FY15* | *FY16* | *FY17* | *Reference* |
|---|---|---|---|---|---|---|---|
| **Our staff is committed to the responsible planning, construction, and maintenance of a transportation network** | | | | | | | |
| Lane-miles inspected for pavement condition as % of all lane-miles | *> 67%* | 67.0% | 67.0% | 67.0% | 67.0% | 67.0% | ACCGOV T&PW (arterials, collectors annually and locals biannual) |
| Lane-miles receiving major roadway maintenance as % of all lane-miles (resurfacing, full-depth reconstruction, etc.) | *> 5.8%* | 2.4% | 1.9% | 1.6% | 1.8% | 1.7% | Based on 17-yr life cycle replacement |
| Lane-miles receiving minor roadway maintenance as % of all lane-miles (crack seal, chip seal, patching, etc.) | *>11.7%* | 9.9% | 5.9% | 7.5% | 10.0% | 11.1% | Based on minor maintenance needed at half-point of life cycle |
| Lane-miles in good or excellent condition as % of all lane-miles | *> 70%* | 44.1% | 47.2% | 47.2% | 47.4% | 44% | 35% excellent, 35% good, 30% fair, 0% poor, 0% failed |
| Average bridge sufficiency rating | *> 80* | 77.87 | 77.87 | 77.89 | 77.89 | 78.15 | Represents B from ASCE Report Card: "good, adequate for now" |
| Number of traffic signal rebuilds as % of all ACC traffic signals | *> 8%* | 1.10% | 1.76% | 1.76% | 1.16% | 1.16% | Based on 13-yr life cycle replacement |
| Average traffic signal age | *Data Only* | 22 | 22 | 23 | 23 | 23 | Based on 13-yr life cycle replacement |
| Preventative maintenance inspections of cabinet equipment as % of all traffic signals (electronics in signal cabinet) | *100%* | ***New for FY16*** | | | 100% | 100% | ACCGOV T&PW |
| Preventative maintenance inspections of field equipment as % of all traffic signals (signal heads, poles, conduit, wire, etc.) | *> 50%* | ***New for FY16*** | | | 40% | 30% | ACCGOV T&PW |
| Traffic Signal Maintenance Devices Per Technician | *≤ 40* | 48 | 50 | 52 | 55 | 61 | IMSA Recommendation |
| Number of traffic signal work orders | *Data Only* | 1298 | 903 | 1094 | 1228 | 1045 | Correlated with PM Inspections |
| Centerline miles of roadway striping installed as % of centerline miles | *> 12%* | 2.1% | 3.6% | 5.0% | 2.0% | 4.3% | Based on 8.5-yr life cycle replacement |
| Number of signs replaced as percentage of all signs | *> 10%* | 0 | 2.60% | 5.50% | 3% | 5% | Based on 10-yr life cycle replacement |
| Average response time (days) for immediate roadway work requests | *< 3 days* | 0.3 | 0.5 | 1.4 | 0.6 | 1.0 | Legacy internal goal for responsiveness |
| % dead animals removed within 24-hours of notice | *100%* | 100% | 100% | 100% | 100% | 100% | Legacy internal goal for responsiveness |
| Number of immediate roadway work requests completed in 3 days as % of all requests | *> 90%* | 97.7% | 94.7% | 90.2% | 96.3% | 91.10% | Legacy internal goal for responsiveness |

# TRANSPORTATION AND PUBLIC WORKS

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **that is effective** | | | | | | | |
| Overall arterial level of service (LOS) | *C* | ***New for FY18*** | | | | | Based on Highway Capacity Manual |
| Million vehicle miles traveled | *Data Only* | N/A | 1012 | 1070 | 1111 | 1156 | Used for safety/efficiency trends |
| Total pedestrian network mileage as percent of overall roadway network | *Data Only* | 32.7% | 32.8% | 32.8% | 33.0% | 33.2% | ACCGOV T&PW |
| Total bicycle network mileage as percent of overall roadway network | *> 51%* | 12.6% | 12.6% | 12.8% | 13.0% | 13.2% | League of American Bicyclists - Goal of Silver Community |
| **and safe for all modes of transportation.** | | | | | | | |
| Crashes / 100 million vehicle miles traveled | *Decrease FPY* | N/A | 642.5 | 688.4 | 760.4 | 712.0 | Based on Highway Safety Manual |
| Fatalities (sum of reported vehicular, bicycle, and pedestrian) | *Decrease FPY* | 16 | 12 | 18 | 19 | 8 | Key safety measures |
| Serious Injuries (sum of reported vehicular, bicycle, and pedestrian) | *Decrease FPY* | 63 | 61 | 88 | 114 | 73 | |
| Number of pedestrian-related crashes | *Decrease FPY* | 45 | 52 | 49 | 66 | 57 | |
| Number of bicycle-related crashes | *Decrease FPY* | 21 | 31 | 35 | 16 | 26 | |

Our staff is committed to the responsible planning, construction, and maintenance of a transportation network that is effective and safe for all modes of transportation

# TRANSPORTATION AND PUBLIC WORKS

## Stormwater

| *Performance Measure* | *Goal* | *FY13* | *FY14* | *FY15* | *FY16* | *FY17* | *Reference* |
|---|---|---|---|---|---|---|---|
| **Further, we are dedicated to a stormwater management program that improves both the conveyance of stormwater** | | | | | | | |
| Stormwater Pipe in Good or Excellent Condition as % of pipe | | ***New for FY19*** | | | | | Future goal to match pavement |
| Number of linear feet of stormwater pipe rehabilitated/replaced | *Data Only* | ***New for FY18*** | | | | | Gwinnett County Stormwater |
| Number of miles of shoulder and ditch maintenance completed as % of total miles | *> 20%* | 13.8% | 12.4% | 11.1% | 10.6% | 5.1% | ACCGOV T&PW |
| % inspection of stormwater drains in public right of way | *100%* | 85% | 22% | 100% | 100% | 100% | NPDES Permit |
| Number of flooding-related work requests | *Decrease FPY* | ***New for FY18*** | | | | | ACCGOV T&PW |
| Average response time (days) for immediate stormwater work requests | *< 3 days* | 0.5 | 1.1 | 1.8 | 0.6 | 0.6 | ACCGOV T&PW |
| Number of immediate stormwater work requests completed in 3 days as % of all requests | *> 90%* | 96.6% | 91.0% | 85.8% | 97.9% | 97.40% | ACCGOV T&PW |
| **and the quality of our streams and rivers.** | | | | | | | |
| Number of sampling locations within Georgia EPD thresholds as % of all sampling locations | *100%* | ***New for FY18*** | | | | | Goal of delisting streams from impaired waters |
| Number of Illicit Discharge Complaints | *Data Only* | New for FY13 | 40 | 99 | 72 | 43 | NPDES Permit |
| % of Illicit Discharge Complaints responded to in 48 hours | *100%* | | 100% | 100% | 100% | 100% | NPDES Permit |
| Cubic yards of waste removed from stormwater system | *Data Only* | ***New for FY18*** | | | | | NPDES Permit |
| **while running an effective and responsive utility.** | | | | | | | |
| Utility bill collection rate | *> 95%* | 95% | 94% | 98% | 96% | 91% | ACCGOV T&PW |
| % credit card payments | *> 4.6%* | ***New for FY17*** | | | | 2.77% | Match PUD goal |
| Monthly stormwater rate per 1,000 square feet | *< $1.91* | $1.34 | $1.34 | $1.34 | $1.34 | $1.34 | Average standarized rate based on SESWA Survey |
| Number of impervious surface appeals reviewed | *Data Only* | 11 | 26 | 103 | 243 | 286 | ACCGOV T&PW |
| Number of new credit applications approved | *Data Only* | 0 | 0 | 2 | 1 | 1 | ACCGOV T&PW |

Further, we are dedicated to a stormwater management program that improves both the conveyance of stormwater and the quality of our streams and rivers while running an effective and responsive utility.

# TRANSPORTATION AND PUBLIC WORKS

## BUDGET HIGHLIGHTS

The Transportation and Public Works department budget is supported by the General Fund and the Storm Water Enterprise Fund. General Fund revenue provides funding for construction, repairs, and maintenance of streets and roadways. The Storm Water Enterprise Fund provides funding for repair and maintenance of storm water infrastructure.

The FY19 Approved General Fund Budget for Transportation and Public Works Department includes a new initiative for $17,000 to fund a Transportation Systems Tech starting in the last quarter of FY19. There are no other significant changes to the General Fund Budget.

The Storm Water Utility Fund, an enterprise fund, is supported by revenues from the Storm Water Fee. For each parcel in Athens-Clarke County, the Storm Water fee is calculated based on the parcel's impervious surface area as well as the land use of the property. The FY19 Approved Revenue Budget is $4.2 million, approximately $130,000 higher compared to FY18, and operating expenses total $3.2 million, approximately $175,000 higher than FY18. An additional $1.1 million is planned to be expended on capital projects from the storm water fund.

## CAPITAL BUDGET

| Page | Project | Budget |
|---|---|---|
| D-121 | Upgrade Overhead Street Name Signs | 100,000 |
| D-124 | Roadway Safety Devices Life Cycle Replacement | 100,000 |
| D-125 | Streetlight Utility Feasibility (New) | 40,000 |
| D-128 | Expand Fiber Optic Cable Communications System | 50,000 |
| D-129 | Stormwater Improvement Prog / Areawide | 1,100,000 |

# TRANSPORTATION AND PUBLIC WORKS

## REVENUE and EXPENDITURE BUDGET

| **Transportation & Public Works** | | | | | | COMMISSION | |
|---|---|---|---|---|---|---|---|
| | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | $ CHG over/under 18 BUD | % CHG over/under 18 BUD |
| REVENUES (in $1,000's) | | | | | | | |
| Charges For Services | $3,876.5 | $4,067.5 | $4,194.0 | $4,194.0 | $4,194.0 | $126.5 | 3.1% |
| Other | $43.3 | $0.0 | $0.0 | $0.0 | $0.0 | $0.0 | -- |
| Total Revenues | $3,919.8 | $4,067.5 | $4,194.0 | $4,194.0 | $4,194.0 | $126.5 | 3.1% |
| EXPENDITURES BY TYPE (in $1,000's) | | | | | | | |
| Salary & Benefits | $4,188.1 | $4,789.7 | $5,139.2 | $5,093.0 | $5,161.6 | $371.9 | 7.8% |
| Operating | $3,154.3 | $3,354.1 | $3,411.8 | $3,408.8 | $3,411.9 | $57.8 | 1.7% |
| Total Expenditures | $7,342.4 | $8,143.8 | $8,551.0 | $8,501.8 | $8,573.5 | $429.7 | 5.3% |
| EXPENDITURES BY DIVISION (in $1,000's) | | | | | | | |
| Administration | $233.8 | $258.6 | $314.8 | $314.8 | $318.6 | $60.0 | 23.2% |
| Traffic & Operations | $2,210.6 | $2,204.0 | $2,270.7 | $2,221.5 | $2,234.1 | $30.1 | 1.4% |
| Engineering | $408.3 | $516.8 | $919.6 | $919.6 | $929.9 | $413.1 | 79.9% |
| Streets & Drainage | $1,071.1 | $1,325.5 | $2,755.7 | $2,755.7 | $2,779.6 | $1,454.1 | 109.7% |
| Stormwater Management | $2,615.0 | $3,023.1 | $1,364.4 | $1,364.4 | $1,366.3 | ($1,656.8) | -54.8% |
| Other Gen Admin/Transfers | $803.6 | $815.8 | $925.8 | $925.8 | $945.0 | $129.2 | 15.8% |
| Total Expenditures | $7,342.4 | $8,143.8 | $8,551.0 | $8,501.8 | $8,573.5 | $429.7 | 5.3% |

| FULL TIME AUTHORIZED POSITIONS | FY17 LEVEL | FY18 LEVEL | FY19 DEPT REQUEST | FY19 MAYOR RECOM'D | FY19 COMM APPR'D | CHG VS 18 LEVEL |
|---|---|---|---|---|---|---|
| Transportation & Public Works | 81 | 87 | 88 | 88 | 88 | 1 |

# FY19 CAPITAL BUDGET and CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) is a multi-year planning instrument used by Athens-Clarke County to identify capital projects and to coordinate the financing of these projects. Capital projects are undertaken to:

a) Maintain infrastructure and public facilities,
b) Promote economic development and enhance the quality of life,
c) Enhance the delivery of services,
d) Preserve community and historical assets and
e) Improve economically depressed areas and / or those areas with low and moderate income households.

For budgeting and accounting, a capital project is defined as an individual asset or project expenditure of at least $30,000 which has an expected useful life of three years or longer. It includes any vehicle requests that may increase the size of the fleet beyond its current authorized level. The Mayor and Commission must approve all capital projects and additions to the fleet.

The first year of the Capital Improvement Plan is the Capital Budget. When adopted by the Mayor and Commission, the Capital Budget formally authorizes the expenditure of funds for FY19 capital projects. Projects outlined in the remaining four years (FY20 – FY23) are for planning purposes only and are not authorized until included in an adopted Capital Budget.

Furthermore, projects identified in years FY24 – FY28 are listed to show a budget estimate for the next five years of future capital planning.

In accordance with the Government's fiscal policies, once approved, the appropriation balance carries forward until the project is completed or funds have been expended.

Capital requests are classified in either of two project categories:

a) Capital for Current Services (CS) and
b) Capital for Additional or Improved Services (A&I).

CS projects are designed to maintain the current capital base or the existing service level. A&I projects are intended to improve service levels or add to the capital base.

Expenditures (uses) approved for the FY19 Capital Budget total $37.9 million (page D-16). General Capital Fund projects (page D-3) total $3.6 million. The remaining capital projects in the Enterprise, Internal Service and Special Revenue Funds total $34.3 million.

The FY19 Capital Budget and the Five-Year Capital Improvement Plan are summarized on pages D-3 to D-16. Detailed data sheets for individual projects begin on page D-17.

# FY19 Budget
# Summary of Major Projects

**Capital Projects for Current Services**

| | | |
|---|---|---|
| **General Fund** | | |
| CS | Facilities Life Cycle Maintenance Program | $ 1,700,000 |
| IT | Information Technology Equipment Replacement Program | $ 290,000 |
| PD | Mobile Computing Replacement Program | $ 170,000 |
| Other General Fund | | $ 805,000 |
| | Subtotal | $ 2,965,000 |
| **Fleet Replacement Fund** | | |
| CS | Fleet Replacement Program | $ 2,790,800 |
| **Storm Water Management Enterprise Fund** | | |
| T&PW | Stormwater Improvement Prog / Areawide | $ 1,100,000 |
| **Water & Sewer Enterprise Fund** | | |
| PU | Rehabilitate and Replace Sewers | $ 14,000,000 |
| PU | Replace and Upgrade Facilities and Equipment | $ 5,400,000 |
| PU | Improve Water Supply Reliability | $ 3,000,000 |
| PU | Rehabilitate and Replace Water Lines (renamed) | $ 2,500,000 |
| PU | Manage and Reuse Residual Solids (renamed) | $ 1,350,000 |
| PU | W&S Lines - Additions and Improvements | $ 918,200 |
| PU | Meter and Water/Sewer Stub Additions | $ 482,200 |
| PU | Replace Water Meters | $ 365,000 |
| PU | Donated W&S Additions Management | $ 218,000 |
| Other Water & Sewer Enterprise Fund | | $ 250,000 |
| | Subtotal | $ 28,483,400 |
| **Solid Waste Enterprise Fund** | | |
| SW | Replace Automated Refuse/Recycling Truck | $ 540,000 |
| Other Solid Waste Enterprise Fund | | $ 199,000 |
| | Subtotal | $ 739,000 |
| **All Other CS Projects** | | $ 723,000 |
| **Current Services - All Funds** | | **$ 36,801,200** |

**Capital Projects for Additions & Improvements**

| | | |
|---|---|---|
| **General Fund** | | |
| PD | Vehicles for COPS Grant Officers (12) (New) | $ 201,000 |
| Other General Fund | | $ 483,200 |
| | Subtotal | $ 684,200 |
| **Economic Development Capital Project Fund** | | |
| OGA | Economic Development Capital Program | $ 225,000 |
| **All Other A&I Projects** | | $ 200,000 |
| **Additions & Improvements - All Funds** | | **$ 1,109,200** |
| **Total FY19 Capital Budget** | | **$ 37,910,400** |

| General Capital Projects Fund | | | | | Capital Improvement Plan | | | | Forecast |
|---|---|---|---|---|---|---|---|---|---|
| | FY17 Year End Balance | FY18 Budget | FY19 Request | FY19 Approved | FY20 Proposed | FY21 Proposed | FY22 Proposed | FY23 Proposed | FY24-FY28 Proposed |
| **Sources:** | | | | | | | | | |
| **Beginning CS Reserve** | | | 1,782.3 | 1,782.3 | 1,209.3 | (4,705.4) | (9,290.5) | (17,402.7) | (27,513.0) |
| **Transfers from Other Funds** | | | - | - | - | - | - | - | - |
| **Prior Year Unappropriated Fund Balance (Capital Fund)** | | | - | 422.6 | - | - | - | - | - |
| **Prior Year Fund Balance (General Fund)** | | | 3,875.0 | 2,653.6 | 3,000.0 | 3,000.0 | 3,000.0 | 3,000.0 | 15,000.0 |
| **Total Sources** | | | **5,657.3** | **4,858.5** | **4,209.3** | **(1,705.4)** | **(6,290.5)** | **(14,402.7)** | **(12,513.0)** |
| **Uses:** | | | | | | | | | |
| **Current Services Projects Listed Below** | | | 7,136.3 | 2,965.0 | 8,457.7 | 6,959.9 | 10,411.0 | 12,142.1 | 62,047.3 |
| **Additions & Improvements Projects Listed Below** | | | 2,245.2 | 684.2 | 457.0 | 625.2 | 701.2 | 968.2 | 48,136.0 |
| **Total Uses** | | | **9,381.5** | **3,649.2** | **8,914.7** | **7,585.1** | **11,112.2** | **13,110.3** | **110,183.3** |
| **Year End General Fund Reserve** | | | **(3,724.2)** | **1,209.3** | **(4,705.4)** | **(9,290.5)** | **(17,402.7)** | **(27,513.0)** | **(122,696.3)** |
| **Current Services** | | | | | | | | | |
| *Airport* | | | | | | | | | |
| D-17 Matching Funds for Airport Capital Improvement Grants | 169.1 | 75.0 | 99.0 | - | 339.0 | 365.0 | 361.0 | 365.0 | 1,825.0 |
| D-18 Maintain Airport Facilities and Equipment | 91.6 | 50.0 | 50.0 | 30.0 | 50.0 | 25.0 | 25.0 | 50.0 | 315.0 |
| *Airport Total* | *260.7* | *125.0* | *149.0* | *30.0* | *389.0* | *390.0* | *386.0* | *415.0* | *2,140.0* |
| *Board Of Elections* | | | | | | | | | |
| D-19 Replace Electronic Voting Machines | 164.5 | - | - | - | - | 30.0 | - | - | 170.0 |
| *Board Of Elections Total* | *164.5* | - | - | - | - | *30.0* | - | - | *170.0* |
| *Central Services* | | | | | | | | | |
| D-20 Facilities Life Cycle Maintenance Program | 131.8 | 700.0 | 2,594.2 | 1,700.0 | 3,268.7 | 372.8 | 1,668.9 | 1,913.3 | 7,216.7 |
| D-21 Landscaping Equipment Life Cycle Replacement | 26.6 | 75.0 | 75.0 | 25.0 | 75.0 | 75.0 | 75.0 | 75.0 | 375.0 |
| D-26 800 MHz Subscriber Radio Life Cycle | 200.0 | - | 25.0 | 25.0 | 26.0 | 50.0 | 50.0 | 50.0 | 250.0 |
| D-27 Landscape & Community Tree Program | 17.2 | 30.0 | 30.0 | 20.0 | 30.0 | 30.0 | 30.0 | 30.0 | 150.0 |
| D-28 Parking Lot Life Cycle Maintenance & Repair | 3.0 | 25.0 | 25.0 | 20.0 | 25.0 | 25.0 | 25.0 | 40.0 | 125.0 |
| D-29 Replace Internal Support Equipment | 115.0 | 10.0 | 10.0 | 10.0 | 10.0 | 10.0 | 10.0 | 10.0 | 50.0 |
| D-30 800 MHz Radio Infrastructure Replacement | 50.0 | 25.0 | 25.0 | 25.0 | 25.0 | 100.0 | 200.0 | 250.0 | 5,500.0 |
| D-31 Parking Facilities | 66.8 | 20.0 | 20.0 | 20.0 | 30.0 | 30.0 | 20.0 | 20.0 | 100.0 |

| General Capital Projects Fund | FY17 Year End Balance | FY18 Budget | FY19 Request | FY19 Approved | Capital Improvement Plan FY20 Proposed | FY21 Proposed | FY22 Proposed | FY23 Proposed | Forecast FY24-FY28 Proposed |
|---|---|---|---|---|---|---|---|---|---|
| D-32 Parking Decks Life Cycle Replacement | 245.5 | 40.0 | 90.0 | - | 90.0 | 40.0 | 40.0 | 50.0 | 350.0 |
| D-36 Energy Management Improvements | 72.0 | - | - | - | 20.0 | 30.0 | 30.0 | 30.0 | 150.0 |
| *Central Services Total* | *927.8* | *925.0* | *2,894.2* | *1,845.0* | *3,599.7* | *762.8* | *2,148.9* | *2,468.3* | *14,266.7* |
| *Corrections* | | | | | | | | | |
| D-39 Food Service Equipment Life Cycle Replacement | 14.0 | - | 20.0 | 20.0 | 20.0 | 20.0 | 20.0 | 20.0 | 30.0 |
| *Corrections Total* | *14.0* | *-* | *20.0* | *20.0* | *20.0* | *20.0* | *20.0* | *20.0* | *30.0* |
| *Fire Services* | | | | | | | | | |
| D-40 Smoke Containment System Repair | - | 120.0 | 128.0 | 65.0 | 65.0 | - | - | - | - |
| D-41 Replace Mobile Data Terminals | 229.1 | 50.0 | 50.0 | 50.0 | 50.0 | 50.0 | 50.0 | 50.0 | 250.0 |
| *Fire Services Total* | *229.1* | *170.0* | *178.0* | *115.0* | *115.0* | *50.0* | *50.0* | *50.0* | *250.0* |
| *Information Technology* | | | | | | | | | |
| D-42 Information Technology Equipment Replacement Program | 569.1 | 300.0 | 450.0 | 290.0 | 450.0 | 350.0 | 415.0 | 600.0 | 1,305.0 |
| D-43 Replace/Upgrade Enterprise Resource Planning Software | 157.3 | 160.0 | 160.0 | 116.0 | 116.0 | 116.0 | 116.0 | 116.0 | - |
| *Information Technology Total* | *726.4* | *460.0* | *610.0* | *406.0* | *566.0* | *466.0* | *531.0* | *716.0* | *1,305.0* |
| *Leisure Services* | | | | | | | | | |
| D-44 Parks - R&M Existing Facilities | - | 215.2 | 249.8 | - | 372.2 | 332.7 | 1,159.1 | 1,025.9 | 3,982.4 |
| D-45 Pool Repairs and Renovations | 22.9 | 40.0 | - | - | 65.0 | 95.2 | 107.0 | 503.6 | 806.7 |
| D-46 Bridge and Boardwalk Inspection and Replacement | 10.6 | 109.3 | 353.6 | - | 344.2 | 336.8 | 553.0 | 590.5 | 1,531.2 |
| D-47 Pavement Repair and Maintenance | - | 36.4 | 145.6 | 30.0 | 153.6 | 116.0 | 104.6 | 151.9 | 1,959.9 |
| D-48 Park Equipment - Replacement / Life Cycle | - | 104.1 | 96.7 | - | 104.4 | 110.5 | 137.9 | 139.4 | 355.9 |
| D-52 Create a Property Boundary Program | - | 50.0 | - | - | - | - | 50.0 | 50.0 | 100.0 |
| *Leisure Services Total* | *33.5* | *554.9* | *845.7* | *30.0* | *1,039.4* | *991.2* | *2,111.6* | *2,461.3* | *8,736.1* |
| *Manager's Office* | | | | | | | | | |
| D-57 Website & eGovernment Enhancements | 54.8 | 30.0 | 54.0 | 10.0 | 55.0 | 56.0 | 57.0 | 57.0 | 300.0 |
| D-58 ACTV & Multimedia Production Equipment | - | - | 50.0 | 20.0 | 50.0 | 63.0 | - | - | 63.0 |
| D-61 Update GIS Pictometry Data | 71.5 | 18.5 | - | - | - | - | - | - | 135.0 |
| *Manager's Office Total* | *126.3* | *48.5* | *104.0* | *30.0* | *105.0* | *119.0* | *57.0* | *57.0* | *498.0* |

| General Capital Projects Fund | FY17 Year End Balance | FY18 Budget | FY19 Request | FY19 Approved | Capital Improvement Plan FY20 Proposed | FY21 Proposed | FY22 Proposed | FY23 Proposed | Forecast FY24-FY28 Proposed |
|---|---|---|---|---|---|---|---|---|---|
| *Other General Administration* | | | | | | | | | |
| D-66 Capital Budget Contingency | 776.1 | - | - | - | - | - | - | - | 500.0 |
| *Other General Administration Total* | *776.1* | - | - | - | - | - | - | - | *500.0* |
| *Planning & Zoning* | | | | | | | | | |
| D-68 Update Aerial Photos | - | 30.0 | - | - | - | - | - | 150.0 | 150.0 |
| *Planning & Zoning Total* | - | *30.0* | - | - | - | - | - | *150.0* | *150.0* |
| *Police* | | | | | | | | | |
| D-73 Replace Investigative Operations Vehicles | 9.0 | 35.0 | 35.0 | 25.0 | 35.0 | 35.0 | 35.0 | 35.0 | 175.0 |
| D-74 Traffic Motorcycle Replacement | 47.9 | 38.0 | 45.0 | - | 45.0 | 45.0 | 45.0 | 45.0 | 225.0 |
| D-75 Replace Drug Task Force Vehicles | 2.2 | 35.0 | 35.0 | 35.0 | 35.0 | 35.0 | 35.0 | 35.0 | 175.0 |
| D-76 Mobile Computing Replacement Program | 5.7 | 75.0 | 195.0 | 170.0 | 195.0 | 195.0 | 195.0 | 195.0 | 975.0 |
| D-77 Maintenance of Downtown Safety Camera System | - | - | 59.0 | 59.0 | 59.0 | 59.0 | 59.0 | 59.0 | 295.0 |
| D-79 E911 Digital Recording System Replacement Lifecycle | - | - | - | - | - | - | - | - | 100.0 |
| D-80 E911 Telephone System Replacement Plan | - | - | - | - | - | - | - | - | 850.0 |
| *Police Total* | *64.7* | *183.0* | *369.0* | *289.0* | *369.0* | *369.0* | *369.0* | *369.0* | *2,795.0* |
| *Sheriff* | | | | | | | | | |
| D-96 Replace Mobile Data Computers | - | - | - | - | - | - | - | - | 60.0 |
| D-97 Replace Courthouse Security Equipment | 75.0 | - | - | - | - | - | - | - | 75.0 |
| D-98 Replace Prisoner Transport Bus | - | - | - | - | - | - | - | - | 250.0 |
| *Sheriff Total* | *75.0* | - | - | - | - | - | - | - | *385.0* |
| *Transit* | | | | | | | | | |
| D-118 Matching Funds for Transit Capital Improvement Grants | 62.3 | 50.0 | 60.0 | - | 65.0 | 70.0 | 75.0 | 80.0 | 400.0 |
| *Transit Total* | *62.3* | *50.0* | *60.0* | - | *65.0* | *70.0* | *75.0* | *80.0* | *400.0* |
| *Transportation & Public Works* | | | | | | | | | |
| D-120 Signal Replacement | 79.7 | 200.0 | 428.4 | - | 619.6 | 828.9 | 1,057.5 | 1,057.5 | 5,287.5 |
| D-121 Upgrade Overhead Street Name Signs | 55.5 | 30.0 | 124.0 | 100.0 | 218.0 | 312.0 | 406.0 | 500.0 | 2,500.0 |
| D-122 Pavement Maintenance Program | 1,059.8 | 600.0 | 1,150.0 | - | 1,099.0 | 2,249.0 | 2,798.0 | 3,348.0 | 18,924.0 |
| D-123 Bridge Improvement & Replacement Program | 569.6 | 75.0 | 50.0 | - | 50.0 | 50.0 | 100.0 | 100.0 | 500.0 |
| D-124 Roadway Safety Devices Life Cycle Replacement | 41.7 | 75.0 | 124.0 | 100.0 | 173.0 | 222.0 | 271.0 | 320.0 | 3,060.0 |
| D-131 School Area Infrastructure | 39.7 | 30.0 | 30.0 | - | 30.0 | 30.0 | 30.0 | 30.0 | 150.0 |
| *Transportation & Public Works Total* | *1,846.1* | *1,010.0* | *1,906.4* | *200.0* | *2,189.6* | *3,691.9* | *4,662.5* | *5,355.5* | *30,421.5* |
| **Current Services Total** | **5,306.7** | **3,556.4** | **7,136.3** | **2,965.0** | **8,457.7** | **6,959.9** | **10,411.0** | **12,142.1** | **62,047.3** |

| General Capital Projects Fund | FY17 Year End Balance | FY18 Budget | FY19 Request | FY19 Approved | Capital Improvement Plan FY20 Proposed | FY21 Proposed | FY22 Proposed | FY23 Proposed | Forecast FY24-FY28 Proposed |
|---|---|---|---|---|---|---|---|---|---|
| **Additions and Improvements** | | | | | | | | | |
| *Central Services* | | | | | | | | | |
| D-25 Renovations/Space Allocation Plan | 676.9 | 25.0 | 25.0 | - | 25.0 | 25.0 | 50.0 | 100.0 | 850.0 |
| D-34 Downtown Enhancement Project | 74.0 | - | 60.0 | 60.0 | 60.0 | 60.0 | 60.0 | 60.0 | 300.0 |
| *Central Services Total* | *750.9* | *25.0* | *85.0* | *60.0* | *85.0* | *85.0* | *110.0* | *160.0* | *1,150.0* |
| *Clerk of Courts* | | | | | | | | | |
| D-38 Microfilm Conversion to Digital Images | - | 50.0 | 73.0 | 35.0 | - | - | - | - | - |
| *Clerk of Courts Total* | - | *50.0* | *73.0* | *35.0* | - | - | - | - | - |
| *Leisure Services* | | | | | | | | | |
| D-49 New Vehicle (Truck) Purchase | - | - | 32.0 | 32.0 | - | - | - | - | - |
| D-50 System-Wide Strategic Plan (New) | - | - | 200.0 | 40.0 | - | - | - | - | - |
| D-51 Ben Burton Park Repairs and Renovations | - | - | - | - | 73.8 | 100.0 | 100.0 | 100.0 | 1,850.0 |
| D-53 Bishop Park Renovations | - | - | - | - | - | - | - | - | 25,500.0 |
| D-54 Memorial Park Renovations | - | - | - | - | - | - | - | - | 10,850.0 |
| D-55 Improve Bear Hollow Zoo Exhibits & Visitor Amenities | - | - | - | - | - | - | - | - | 2,750.0 |
| D-56 Dudley Park Improvements | - | - | - | - | - | - | - | - | 850.0 |
| *Leisure Services Total* | - | - | *232.0* | *72.0* | *73.8* | *100.0* | *100.0* | *100.0* | *41,800.0* |
| *Manager's Office* | | | | | | | | | |
| D-59 Digital Signage Displays in Athens Transit System Buses | - | - | 75.0 | - | 20.0 | 20.0 | 20.0 | 20.0 | 175.0 |
| D-60 Branding Initiative for the Unified Government (New) | - | - | 100.0 | 25.0 | - | - | - | - | - |
| D-62 GIS System Enhancements | 174.2 | 25.0 | - | - | 10.0 | - | - | - | - |
| D-63 Solar Energy Program (New) | - | - | - | - | - | 40.0 | 40.0 | 50.0 | 320.0 |
| *Manager's Office Total* | *174.2* | *25.0* | *175.0* | *25.0* | *30.0* | *60.0* | *60.0* | *70.0* | *495.0* |
| *Other General Administration* | | | | | | | | | |
| D-64 Public Art Program | 66.4 | 25.0 | 20.0 | 15.0 | 20.0 | 20.0 | 20.0 | - | 100.0 |
| *Other General Administration Total* | *66.4* | *25.0* | *20.0* | *15.0* | *20.0* | *20.0* | *20.0* | - | *100.0* |
| *Planning & Zoning* | | | | | | | | | |
| D-67 Develop Comprehensive Plan Ten Year Update | - | 50.0 | - | - | - | - | - | 20.0 | 200.0 |
| D-69 LUCA Project (New) | - | - | 20.0 | 20.0 | - | - | - | - | - |
| *Planning & Zoning Total* | - | *50.0* | *20.0* | *20.0* | - | - | - | *20.0* | *200.0* |

| General Capital Projects Fund | FY17 Year End Balance | FY18 Budget | FY19 Request | FY19 Approved | Capital Improvement Plan FY20 Proposed | FY21 Proposed | FY22 Proposed | FY23 Proposed | Forecast FY24-FY28 Proposed |
|---|---|---|---|---|---|---|---|---|---|
| *Police* | | | | | | | | | |
| D-70 Vehicles for COPS Grant Officers (12) (New) | - | - | 402.0 | 201.0 | - | - | - | - | - |
| D-71 Equipment for COPS Grant Officers (12) (New) | - | - | 126.2 | 126.2 | 8.2 | 8.2 | 8.2 | 8.2 | 41.0 |
| D-72 Assigned Vehicle Program (AVP): 25 Additional Vehicles | - | - | 750.0 | - | - | - | - | - | 750.0 |
| D-78 Crisis Intervention Unit Vehicle | - | - | 40.0 | 40.0 | - | - | - | - | 40.0 |
| *Police Total* | *-* | *-* | *1,318.2* | *367.2* | *8.2* | *8.2* | *8.2* | *8.2* | *831.0* |
| *Sheriff* | | | | | | | | | |
| D-95 Public Safety Initiative -Equip Tech | 42.4 | 30.0 | 30.0 | - | 30.0 | 30.0 | 30.0 | 30.0 | 150.0 |
| *Sheriff Total* | *42.4* | *30.0* | *30.0* | *-* | *30.0* | *30.0* | *30.0* | *30.0* | *150.0* |
| *Transit* | | | | | | | | | |
| D-119 Update Transit Plans and Transit Studies | 32.5 | - | 25.0 | - | - | 30.0 | - | - | 150.0 |
| *Transit Total* | *32.5* | *-* | *25.0* | *-* | *-* | *30.0* | *-* | *-* | *150.0* |
| *Transportation & Public Works* | | | | | | | | | |
| D-125 Streetlight Utility Feasibility (New) | - | - | 40.0 | 40.0 | - | - | - | - | - |
| D-126 Traffic Data Collection | - | 30.0 | - | - | 30.0 | - | 30.0 | 30.0 | 180.0 |
| D-127 Local Road Improvement Projects | 498.0 | 75.0 | 75.0 | - | 75.0 | 62.0 | 113.0 | 100.0 | 625.0 |
| D-128 Expand Fiber Optic Cable Communications System | - | 30.0 | 52.0 | 50.0 | 30.0 | 30.0 | 30.0 | 40.0 | 230.0 |
| D-130 Pedestrian Safety and Traffic Calming Improvements | 69.5 | - | 25.0 | - | 25.0 | 25.0 | 25.0 | 35.0 | 175.0 |
| D-132 Sidewalk and Other Improvements | 78.2 | - | 25.0 | - | - | 125.0 | 125.0 | 150.0 | 750.0 |
| D-133 Bicycle Transportation Improvements | 22.7 | - | 25.0 | - | 25.0 | 25.0 | 25.0 | 200.0 | 1,000.0 |
| D-134 Corridor Management Program | 331.1 | 25.0 | 25.0 | - | 25.0 | 25.0 | 25.0 | 25.0 | 300.0 |
| *Transportation & Public Works Total* | *999.5* | *160.0* | *267.0* | *90.0* | *210.0* | *292.0* | *373.0* | *580.0* | *3,260.0* |
| **Additions and Improvements Total** | **2,065.9** | **365.0** | **2,245.2** | **684.2** | **457.0** | **625.2** | **701.2** | **968.2** | **48,136.0** |
| **General Capital Projects Fund Total** | **7,372.6** | **3,921.4** | **9,381.5** | **3,649.2** | **8,914.7** | **7,585.1** | **11,112.2** | **13,110.3** | **110,183.3** |

| Economic Development Capital Fund | FY17 Year End Balance | FY18 Budget | FY19 Request | FY19 Approved | Capital Improvement Plan FY20 Proposed | FY21 Proposed | FY22 Proposed | FY23 Proposed | Forecast FY24-FY28 Proposed |
|---|---|---|---|---|---|---|---|---|---|
| **Sources:** | | | | | | | | | |
| **Beginning Fund Balance (Estimated)** | | | 31.3 | 31.3 | 31.3 | 31.3 | 31.3 | 31.3 | 31.3 |
| **Transfers from General Fund** | | | 225.0 | 225.0 | 225.0 | 225.0 | 225.0 | 225.0 | 1,125.0 |
| **Total Sources** | | | **256.3** | **256.3** | **256.3** | **256.3** | **256.3** | **256.3** | **1,156.3** |
| **Uses:** | | | | | | | | | |
| **Current Services Projects Listed Below** | | | - | - | - | - | - | - | - |
| **Additions & Improvements Projects Listed Below** | | | 225.0 | 225.0 | 225.0 | 225.0 | 225.0 | 225.0 | 1,125.0 |
| **Total Uses** | | | **225.0** | **225.0** | **225.0** | **225.0** | **225.0** | **225.0** | **1,125.0** |
| **Year End Balance** | | | **31.3** | **31.3** | **31.3** | **31.3** | **31.3** | **31.3** | **31.3** |
| **Additions and Improvements** | | | | | | | | | |
| *Other General Administration* | | | | | | | | | |
| D-65 Economic Development Capital Program | 733.1 | 225.0 | 225.0 | 225.0 | 225.0 | 225.0 | 225.0 | 225.0 | 1,125.0 |
| *Other General Administration Total* | *733.1* | *225.0* | *225.0* | *225.0* | *225.0* | *225.0* | *225.0* | *225.0* | *1,125.0* |
| **Additions and Improvements Total** | **733.1** | **225.0** | **225.0** | **225.0** | **225.0** | **225.0** | **225.0** | **225.0** | **1,125.0** |

| Fleet Management ISF | FY17 Year End Balance | FY18 Budget | FY19 Request | FY19 Approved | FY20 Proposed | FY21 Proposed | FY22 Proposed | FY23 Proposed | FY24-FY28 Proposed |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | Capital Improvement Plan | | | | Forecast |
| **Sources:** | | | | | | | | | |
| **Beginning Unrestricted Net Position (Estimated)** | | | 103.6 | 103.6 | 88.6 | 93.6 | 68.6 | 53.6 | 38.6 |
| **Current Year Operating Revenues** | | | 15.0 | 15.0 | 15.0 | 15.0 | 15.0 | 15.0 | 75.0 |
| **Total Sources** | | | **118.6** | **118.6** | **103.6** | **108.6** | **83.6** | **68.6** | **113.6** |
| **Uses:** | | | | | | | | | |
| **Current Services Projects Listed Below** | | | 30.0 | 30.0 | 10.0 | 40.0 | 30.0 | 30.0 | 150.0 |
| **Additions & Improvements Projects Listed Below** | | | - | - | - | - | - | - | - |
| **Total Uses** | | | **30.0** | **30.0** | **10.0** | **40.0** | **30.0** | **30.0** | **150.0** |
| **Year End Balance** | | | **88.6** | **88.6** | **93.6** | **68.6** | **53.6** | **38.6** | **(36.4)** |
| **Current Services** | | | | | | | | | |
| *Central Services* | | | | | | | | | |
| D-23 Upgrade Fuel Sites | 49.5 | - | 30.0 | 30.0 | - | 30.0 | 20.0 | 20.0 | 100.0 |
| D-24 Fleet Management Shop Equipment Life Cycle Replacement (New) | - | - | - | - | 10.0 | 10.0 | 10.0 | 10.0 | 50.0 |
| *Central Services Total* | *49.5* | *-* | *30.0* | *30.0* | *10.0* | *40.0* | *30.0* | *30.0* | *150.0* |
| **Current Services Total** | **49.5** | **-** | **30.0** | **30.0** | **10.0** | **40.0** | **30.0** | **30.0** | **150.0** |

| Fleet Replacement ISF | FY17 Year End Balance | FY18 Budget | FY19 Request | FY19 Approved | FY20 Proposed | FY21 Proposed | FY22 Proposed | FY23 Proposed | FY24-FY28 Proposed |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | Capital Improvement Plan | | | | Forecast |
| **Sources:** | | | | | | | | | |
| **Beginning Unrestricted Net Position (Estimated)** | | | 7,779.3 | 7,779.3 | 6,779.3 | 5,779.4 | 5,779.4 | 5,779.4 | 5,779.4 |
| **Current Year Operating Revenues** | | | 1,790.8 | 1,790.8 | 2,102.1 | 2,413.4 | 2,724.6 | 2,746.5 | 13,933.0 |
| **Total Sources** | | | **9,570.1** | **9,570.1** | **8,881.4** | **8,192.8** | **8,504.0** | **8,525.9** | **19,712.4** |
| **Uses:** | | | | | | | | | |
| **Current Services Projects Listed Below** | | | 2,790.8 | 2,790.8 | 3,102.0 | 2,413.4 | 2,724.6 | 2,746.5 | 13,933.0 |
| **Total Uses** | | | **2,790.8** | **2,790.8** | **3,102.0** | **2,413.4** | **2,724.6** | **2,746.5** | **13,933.0** |
| **Year End Balance** | | | **6,779.3** | **6,779.3** | **5,779.4** | **5,779.4** | **5,779.4** | **5,779.4** | **5,779.4** |
| **Current Services** | | | | | | | | | |
| *Central Services* | | | | | | | | | |
| D-37 Fleet Replacement Program | - | 2,480.0 | 2,790.8 | 2,790.8 | 3,102.0 | 2,413.4 | 2,724.6 | 2,746.5 | 13,933.0 |
| *Central Services Total* | - | *2,480.0* | *2,790.8* | *2,790.8* | *3,102.0* | *2,413.4* | *2,724.6* | *2,746.5* | *13,933.0* |
| **Current Services Total** | **-** | **2,480.0** | **2,790.8** | **2,790.8** | **3,102.0** | **2,413.4** | **2,724.6** | **2,746.5** | **13,933.0** |

| Hotel/Motel | FY17 Year End Balance | FY18 Budget | FY19 Request | FY19 Approved | Capital Improvement Plan FY20 Proposed | FY21 Proposed | FY22 Proposed | FY23 Proposed | Forecast FY24-FY28 Proposed |
|---|---|---|---|---|---|---|---|---|---|
| **Sources:** | | | | | | | | | |
| **Beginning Fund Balance (Estimated)** | | | 132.7 | 132.7 | 132.7 | 132.7 | 132.7 | 132.7 | 132.7 |
| **Current Year Operating Revenues** | | | 30.0 | 30.0 | 40.0 | 40.0 | 40.0 | 40.0 | 200.0 |
| **Total Sources** | | | **162.7** | **162.7** | **172.7** | **172.7** | **172.7** | **172.7** | **332.7** |
| **Uses:** | | | | | | | | | |
| **Current Services Projects Listed Below** | | | 30.0 | 30.0 | 40.0 | 40.0 | 40.0 | 40.0 | 200.0 |
| **Additions & Improvements Projects Listed Below** | | | - | - | - | - | - | - | - |
| **Total Uses** | | | **30.0** | **30.0** | **40.0** | **40.0** | **40.0** | **40.0** | **200.0** |
| **Year End Balance** | | | **132.7** | **132.7** | **132.7** | **132.7** | **132.7** | **132.7** | **132.7** |
| **Current Services** | | | | | | | | | |
| *Central Services* | | | | | | | | | |
| D-32 Parking Decks Life Cycle Replacement | 111.8 | - | - | - | - | - | - | - | - |
| D-33 Community Events Program | 4.7 | 30.0 | 30.0 | 30.0 | 40.0 | 40.0 | 40.0 | 40.0 | 200.0 |
| *Central Services Total* | *116.5* | *30.0* | *30.0* | *30.0* | *40.0* | *40.0* | *40.0* | *40.0* | *200.0* |
| **Current Services Total** | **116.5** | **30.0** | **30.0** | **30.0** | **40.0** | **40.0** | **40.0** | **40.0** | **200.0** |

| Internal Support Fund | FY17 Year End Balance | FY18 Budget | FY19 Request | FY19 Approved | FY20 Proposed | FY21 Proposed | FY22 Proposed | FY23 Proposed | FY24-FY28 Proposed |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | Capital Improvement Plan | | | | Forecast |
| **Sources:** | | | | | | | | | |
| **Beginning Unrestricted Net Position (Estimated)** | | | 251.2 | 251.2 | 251.2 | 251.2 | 251.2 | 251.2 | 261.2 |
| **Current Year Operating Revenues** | | | 40.0 | 40.0 | 40.0 | 40.0 | 40.0 | 50.0 | 250.0 |
| **Total Sources** | | | **291.2** | **291.2** | **291.2** | **291.2** | **291.2** | **301.2** | **511.2** |
| **Uses:** | | | | | | | | | |
| **Current Services Projects Listed Below** | | | 40.0 | 40.0 | 40.0 | 40.0 | 40.0 | 40.0 | 200.0 |
| **Additions & Improvements Projects Listed Below** | | | - | - | - | - | - | - | - |
| **Total Uses** | | | **40.0** | **40.0** | **40.0** | **40.0** | **40.0** | **40.0** | **200.0** |
| **Year End Balance** | | | **251.2** | **251.2** | **251.2** | **251.2** | **251.2** | **261.2** | **311.2** |
| **Current Services** | | | | | | | | | |
| *Central Services* | | | | | | | | | |
| D-29 Replace Internal Support Equipment | 108.4 | 15.0 | 15.0 | 15.0 | 15.0 | 15.0 | 15.0 | 15.0 | 75.0 |
| D-35 Telephone System Life Cycle Replacement | 206.0 | 25.0 | 25.0 | 25.0 | 25.0 | 25.0 | 25.0 | 25.0 | 125.0 |
| *Central Services Total* | *314.4* | *40.0* | *40.0* | *40.0* | *40.0* | *40.0* | *40.0* | *40.0* | *200.0* |
| **Current Services Total** | **314.4** | **40.0** | **40.0** | **40.0** | **40.0** | **40.0** | **40.0** | **40.0** | **200.0** |

| Landfill Enterprise Fund | FY17 Year End Balance | FY18 Budget | FY19 Request | FY19 Approved | Capital Improvement Plan FY20 Proposed | FY21 Proposed | FY22 Proposed | FY23 Proposed | Forecast FY24-FY28 Proposed |
|---|---|---|---|---|---|---|---|---|---|
| **Sources:** | | | | | | | | | |
| **Beginning Unrestricted Net Position (Estimated)** | | | 383.3 | 383.3 | 160.3 | (232.7) | (690.7) | (1,014.7) | (1,638.7) |
| **Current Year Operating Revenues** | | | 400.0 | 400.0 | 400.0 | 450.0 | 450.0 | 450.0 | 2,250.0 |
| **Landfill Closure Reserve** | | | - | - | - | - | - | - | 2,500.0 |
| **Debt Issue for Landfill Phase V Construction** | | | - | - | - | - | - | - | - |
| **Total Sources** | | | **783.3** | **783.3** | **560.3** | **217.3** | **(240.7)** | **(564.7)** | **3,111.3** |
| **Uses:** | | | | | | | | | |
| **Current Services Projects Listed Below** | | | 623.0 | 623.0 | 793.0 | 908.0 | 774.0 | 1,074.0 | 4,000.0 |
| **Additions & Improvements Projects Listed Below** | | | - | - | - | - | - | - | - |
| **Total Uses** | | | **623.0** | **623.0** | **793.0** | **908.0** | **774.0** | **1,074.0** | **4,000.0** |
| **Year End Balance** | | | **160.3** | **160.3** | **(232.7)** | **(690.7)** | **(1,014.7)** | **(1,638.7)** | **(888.7)** |
| **Current Services** | | | | | | | | | |
| *Solid Waste* | | | | | | | | | |
| D-99 Replace Landfill Road Tractor | - | 35.0 | 35.0 | 35.0 | - | - | - | - | - |
| D-100 Replace Bulldozer (D6N) | (187.5) | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 200.0 |
| D-101 Replace Mechanic Service Vehicle (New) | - | - | 75.0 | 75.0 | - | - | - | - | - |
| D-102 Replace Dump Truck (25 yard articulating) | (58.0) | 134.0 | 134.0 | 134.0 | 134.0 | 134.0 | - | - | 400.0 |
| D-103 Replace Baler Incline Infeed (New) | - | - | 65.0 | 65.0 | - | - | - | - | - |
| D-104 Replace Overhead Doors (New) | - | - | 40.0 | 40.0 | - | - | - | - | - |
| D-105 Replace Trash Compactor | - | - | - | - | 350.0 | 350.0 | 350.0 | 350.0 | 700.0 |
| D-106 Replace Tractor (Ford3930) (New) | - | - | 60.0 | 60.0 | - | - | - | - | - |
| D-107 Replace Track Excavator | - | - | - | - | - | 90.0 | 90.0 | 90.0 | - |
| D-108 Replace Track Loader | - | - | - | - | - | 167.0 | 167.0 | 167.0 | - |
| D-109 Replace Walking Floor Trailer (1986) (New) | - | - | - | - | - | - | - | 100.0 | - |
| D-110 Replace Trommel Screen in Compost Operations | - | - | - | - | - | - | - | 200.0 | - |
| D-111 Replace Windrow Turner in Compost Operations | - | - | - | - | 150.0 | - | - | - | - |
| D-112 Closure of Landfill- Phase 1 & 2 Areas | - | - | - | - | - | - | - | - | 2,500.0 |
| D-117 Replacement Roll-Off Container Truck | (110.6) | 114.0 | 114.0 | 114.0 | 59.0 | 67.0 | 67.0 | 67.0 | 200.0 |
| *Solid Waste Total* | *(356.1)* | *383.0* | *623.0* | *623.0* | *793.0* | *908.0* | *774.0* | *1,074.0* | *4,000.0* |
| **Current Services Total** | **(356.1)** | **383.0** | **623.0** | **623.0** | **793.0** | **908.0** | **774.0** | **1,074.0** | **4,000.0** |

| Solid Waste Enterprise Fund | FY17 Year End Balance | FY18 Budget | FY19 Request | FY19 Approved | Capital Improvement Plan FY20 Proposed | FY21 Proposed | FY22 Proposed | FY23 Proposed | Forecast FY24-FY28 Proposed |
|---|---|---|---|---|---|---|---|---|---|
| **Sources:** | | | | | | | | | |
| **Beginning CS Reserve** | | | 327.8 | 327.8 | (11.2) | (405.2) | (175.2) | 54.8 | 419.8 |
| **Current Year Operating Revenues** | | | 400.0 | 400.0 | 400.0 | 450.0 | 450.0 | 450.0 | 2,250.0 |
| **Total Sources** | | | **727.8** | **727.8** | **388.8** | **44.8** | **274.8** | **504.8** | **2,669.8** |
| **Uses:** | | | | | | | | | |
| **Current Services Projects Listed Below** | | | 739.0 | 739.0 | 794.0 | 220.0 | 220.0 | 85.0 | 185.0 |
| **Additions & Improvements Projects Listed Below** | | | - | - | - | - | - | - | - |
| **Total Uses** | | | **739.0** | **739.0** | **794.0** | **220.0** | **220.0** | **85.0** | **185.0** |
| **Year End Balance** | | | **(11.2)** | **(11.2)** | **(405.2)** | **(175.2)** | **54.8** | **419.8** | **2,484.8** |
| **Current Services** | | | | | | | | | |
| *Solid Waste* | | | | | | | | | |
| D-113 Replace Automated Refuse/Recycling Truck | - | 540.0 | 540.0 | 540.0 | 540.0 | - | - | - | - |
| D-114 Replace Commercial Dumpster Collection Front-end Loader | (159.6) | 80.0 | 165.0 | 165.0 | 85.0 | 85.0 | 85.0 | 85.0 | 85.0 |
| D-115 Replace Mini-Packer Trucks | - | - | - | - | 135.0 | 135.0 | 135.0 | - | - |
| D-116 Mini-Packer Truck | - | 34.0 | 34.0 | 34.0 | 34.0 | - | - | - | 100.0 |
| *Solid Waste Total* | *(159.6)* | *654.0* | *739.0* | *739.0* | *794.0* | *220.0* | *220.0* | *85.0* | *185.0* |
| **Current Services Total** | **(159.6)** | **654.0** | **739.0** | **739.0** | **794.0** | **220.0** | **220.0** | **85.0** | **185.0** |

| Storm Water Management Ent. Fund | FY17 Year End Balance | FY18 Budget | FY19 Request | FY19 Approved | FY20 Proposed | FY21 Proposed | FY22 Proposed | FY23 Proposed | FY24-FY28 Proposed |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | Capital Improvement Plan | | | | Forecast |
| **Sources:** | | | | | | | | | |
| **Beginning Unrestricted Net Position (Estimated)** | | | 1,452.8 | 1,452.8 | 702.8 | 852.8 | 1,002.8 | 1,152.8 | 1,302.8 |
| **Current Year Operating Revenues** | | | 350.0 | 350.0 | 350.0 | 350.0 | 350.0 | 350.0 | 1,750.0 |
| **Total Sources** | | | **1,802.8** | **1,802.8** | **1,052.8** | **1,202.8** | **1,352.8** | **1,502.8** | **3,052.8** |
| **Uses:** | | | | | | | | | |
| **Current Services Projects Listed Below** | | | 1,100.0 | 1,100.0 | 200.0 | 200.0 | 200.0 | 200.0 | 1,000.0 |
| **Additions & Improvements Projects Listed Below** | | | - | - | - | - | - | - | - |
| **Total Uses** | | | **1,100.0** | **1,100.0** | **200.0** | **200.0** | **200.0** | **200.0** | **1,000.0** |
| **Year End Balance** | | | **702.8** | **702.8** | **852.8** | **1,002.8** | **1,152.8** | **1,302.8** | **2,052.8** |
| **Current Services** | | | | | | | | | |
| *Transportation & Public Works* | | | | | | | | | |
| D-129 Stormwater Improvement Prog / Areawide | 1,841.3 | 2,700.0 | 1,100.0 | 1,100.0 | 200.0 | 200.0 | 200.0 | 200.0 | 1,000.0 |
| *Transportation & Public Works Total* | *1,841.3* | *2,700.0* | *1,100.0* | *1,100.0* | *200.0* | *200.0* | *200.0* | *200.0* | *1,000.0* |
| **Current Services Total** | **1,841.3** | **2,700.0** | **1,100.0** | **1,100.0** | **200.0** | **200.0** | **200.0** | **200.0** | **1,000.0** |

| Water & Sewer Enterprise Fund | FY17 Year End Balance | FY18 Budget | FY19 Request | FY19 Approved | FY20 Proposed | FY21 Proposed | FY22 Proposed | FY23 Proposed | FY24-FY28 Proposed |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | Capital Improvement Plan | | | | Forecast |
| **Sources:** | | | | | | | | | |
| **Beginning Unrestricted Net Position (Estimated)** | | | 34,398.6 | 34,398.6 | 18,215.2 | 7,747.4 | 819.0 | 3,859.0 | (1,455.1) |
| **Current Year Operating Revenues** | | | 14,000.0 | 12,500.0 | 15,000.0 | 16,000.0 | 17,000.0 | 18,000.0 | 105,000.0 |
| **Debt Issue/Other Financing Sources** | | | - | - | - | - | 8,000.0 | - | - |
| **Total Sources** | | | **48,398.6** | **46,898.6** | **33,215.2** | **23,747.4** | **25,819.0** | **21,859.0** | **103,544.9** |
| **Uses:** | | | | | | | | | |
| **Current Services Projects Listed Below** | | | 28,483.4 | 28,483.4 | 25,267.8 | 22,728.4 | 21,760.0 | 23,114.1 | 91,839.0 |
| **Additions & Improvements Projects Listed Below** | | | 200.0 | 200.0 | 200.0 | 200.0 | 200.0 | 200.0 | 5,500.0 |
| **Total Uses** | | | **28,683.4** | **28,683.4** | **25,467.8** | **22,928.4** | **21,960.0** | **23,314.1** | **97,339.0** |
| **Year End Balance** | | | **19,715.2** | **18,215.2** | **7,747.4** | **819.0** | **3,859.0** | **(1,455.1)** | **6,205.9** |
| **Current Services** | | | | | | | | | |
| *Public Utilities* | | | | | | | | | |
| D-81 W&S Lines - Additions and Improvements | - | 1,400.2 | 918.2 | 918.2 | 936.0 | 955.0 | 975.0 | 994.5 | 5,260.0 |
| D-82 Meter and Water/Sewer Stub Additions | - | 472.7 | 482.2 | 482.2 | 491.0 | 501.6 | 510.0 | 520.0 | 2,758.0 |
| D-83 Donated W&S Additions Management | - | 213.8 | 218.0 | 218.0 | 224.0 | 226.8 | 230.0 | 234.6 | 1,246.0 |
| D-84 Watershed Protection Long-Term Monitoring | 57.7 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 500.0 |
| D-85 Replace Water Meters | 7,161.2 | 365.0 | 365.0 | 365.0 | 365.0 | 365.0 | 365.0 | 365.0 | 1,825.0 |
| D-86 Rehabilitate and Replace Sewers | 19,093.3 | 9,500.0 | 14,000.0 | 14,000.0 | 9,951.8 | 5,000.0 | 5,000.0 | 4,000.0 | 30,000.0 |
| D-88 Replace and Upgrade Facilities and Equipment | 5,481.1 | 3,000.0 | 5,400.0 | 5,400.0 | 5,300.0 | 3,300.0 | 3,400.0 | 3,450.0 | 17,250.0 |
| D-89 Rehabilitate and Replace Water Lines (renamed) | 16.6 | 2,000.0 | 2,500.0 | 2,500.0 | 2,750.0 | 3,000.0 | 3,000.0 | 3,000.0 | 20,000.0 |
| D-90 Relocate Water & Sewer Lines for DOT Projects | 305.1 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 500.0 |
| D-91 Manage and Reuse Residual Solids (renamed) | 1,799.1 | 374.5 | 1,350.0 | 1,350.0 | 1,500.0 | 5,130.0 | 3,530.0 | 300.0 | 1,500.0 |
| D-92 Improve Water Supply Reliability | 500.0 | 3,000.0 | 3,000.0 | 3,000.0 | 3,500.0 | 4,000.0 | 4,500.0 | 10,000.0 | 10,500.0 |
| D-94 Investigate and Install Alternative Energy Generation | 1,023.8 | 100.0 | 50.0 | 50.0 | 50.0 | 50.0 | 50.0 | 50.0 | 500.0 |
| *Public Utilities Total* | *35,437.8* | *20,626.2* | *28,483.4* | *28,483.4* | *25,267.8* | *22,728.4* | *21,760.0* | *23,114.1* | *91,839.0* |
| **Current Services Total** | **35,437.8** | **20,626.2** | **28,483.4** | **28,483.4** | **25,267.8** | **22,728.4** | **21,760.0** | **23,114.1** | **91,839.0** |
| **Additions and Improvements** | | | | | | | | | |
| *Public Utilities* | | | | | | | | | |
| D-87 Extend Wastewater Collection System | 5,130.9 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 5,000.0 |
| D-93 W&S Contribution to Economic Development | 471.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 500.0 |
| *Public Utilities Total* | *5,601.9* | *200.0* | *200.0* | *200.0* | *200.0* | *200.0* | *200.0* | *200.0* | *5,500.0* |
| **Additions and Improvements Total** | **5,601.9** | **200.0** | **200.0** | **200.0** | **200.0** | **200.0** | **200.0** | **200.0** | **5,500.0** |
| **Water & Sewer Enterprise Fund Total** | **41,039.7** | **20,826.2** | **28,683.4** | **28,683.4** | **25,467.8** | **22,928.4** | **21,960.0** | **23,314.1** | **97,339.0** |
| **All Funds Total** | **50,951.3** | **31,259.6** | **43,642.7** | **37,910.4** | **39,586.5** | **34,599.9** | **37,325.8** | **40,864.9** | **228,315.3** |

**Airport** Dept Priority

# Matching Funds for Airport Capital Improvement Grants 1 of 2

CS, Transportation Project Timeline: Ongoing - Ongoing

**Project Description**

This project provides matching funds for approved Airport Improvement Projects (AIP) and other grants funded by the Federal Aviation Administration (FAA) and/or the Georgia Department of Transportation (GDOT).

**Project Justification**

This project is in keeping with the airport's FAA capital improvement program and Airport Master Plan. Funding for Airport projects is contingent upon the FAA and GDOT approving discretionary funding. Federally funded projects are awarded at a percentage of 90% Federal, 5% State and 5% Local matches. State funded projects are awarded at a percentage of 75% State and 25% Local match. Projected TSPLOST revenues have been factored into this request for general capital funds.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0334

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 169,123 | 75,000 | - | 339,000 | 365,000 | 361,000 | 365,000 | 1,825,000 | 3,255,000 |
| SPLOST 2011 Cap Proj Fund | - | - | 99,000 | - | - | - | - | - | 99,000 |
| **TOTAL SOURCES** | **169,123** | **75,000** | **99,000** | **339,000** | **365,000** | **361,000** | **365,000** | **1,825,000** | **3,354,000** |
| **USES** | | | | | | | | | |
| Capital - Const. | 169,123 | 75,000 | 99,000 | 339,000 | 365,000 | 361,000 | 365,000 | 1,825,000 | 3,354,000 |
| **TOTAL USES** | **169,123** | **75,000** | **99,000** | **339,000** | **365,000** | **361,000** | **365,000** | **1,825,000** | **3,354,000** |

**Airport** Dept Priority

# Maintain Airport Facilities and Equipment 2 of 2

CS, Facilities Project Timeline: Ongoing - Ongoing

**Project Description**

Maintain airport facilities and repair and/or replace equipment.

**Project Justification**

Provide funding to maintain airport facilities such as painting hangars, replacement of furniture, replacement of roofs, replacement of flooring, and HVAC systems. Replacement and repair of flightline equipment. This does not include any funding for buildings that may be maintained by the Facilities Management

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0570

| | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** | **FY24-28** | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 91,622 | 50,000 | 30,000 | 50,000 | 25,000 | 25,000 | 50,000 | 315,000 | 495,000 |
| **TOTAL SOURCES** | **91,622** | **50,000** | **30,000** | **50,000** | **25,000** | **25,000** | **50,000** | **315,000** | **495,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Const. | 42,077 | 50,000 | 30,000 | 50,000 | 25,000 | 25,000 | 50,000 | 315,000 | 495,000 |
| Capital - Machinery & Equip | 49,545 | - | - | - | - | - | | | - |
| **TOTAL USES** | **91,622** | **50,000** | **30,000** | **50,000** | **25,000** | **25,000** | **50,000** | **315,000** | **495,000** |

**Board Of Elections** Dept Priority

# Replace Electronic Voting Machines 1 of 1

CS, Equipment Project Timeline: FY05 - Ongoing

**Project Description**

Purchase and/or replace ES&S voting equipment (touchscreen machines, memory cards, Optical Scan Units, ExpressPolls, Scanners). This project provides life cycle funding to replace the initial 208 machines allotted to the Athens-Clarke County Unified Government in 2002, as well as additional machines required after 2002. Funding also includes maintenance of equipment.

**Project Justification**

In FY03 the Georgia Secretary of State provided 208 AccuVote touchscreen voting machines to ACCUG . In FY05, anticipating "Advance Voting" work load increases, six additional touchscreen units were provided by the state and ACCUG purchased ten units. Currently, the board maintains 248 touchscreens, 10 Optical Scan units, 89 ExpressPoll units (48 issued from the state and 41 purchased), and 73 Barcode scanners (48 issued from the state in 2010, 25 purchased). All machines are out of warranty and ACCUG is responsible for repairs and/or replacements. The original TS units (208) are no longer in production. In January 2019, with expectations of a newly elected Secretary of State, it is a very considerable possibility that the state-wide uniform vote system will be addressed.

**Impact on Annual Operating Expenses**

Minimal impact on annual costs. Of course as machines are added to the Board of Elections inventory, they will have to be maintained, programmed, and stored.

**Financial Plan** Project ID: c0413

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 164,469 | - | - | - | 30,000 | - | | 170,000 | 200,000 |
| **TOTAL SOURCES** | **164,469** | **-** | **-** | **-** | **30,000** | **-** | **-** | **170,000** | **200,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 164,469 | - | - | - | 30,000 | - | | 170,000 | 200,000 |
| **TOTAL USES** | **164,469** | **-** | **-** | **-** | **30,000** | **-** | **-** | **170,000** | **200,000** |

**Central Services** Dept Priority

# Facilities Life Cycle Maintenance Program 1 of 19

CS, Facilities Project Timeline: Ongoing - Ongoing

**Project Description**

The Facility Component Life Cycle Maintenance program is an annual plan to replace key facility components on buildings maintained by the Central Services Department. The goal is to replace the items at or near the end of their normal life expectancy to minimize operating budget impacts caused by unexpected failures of older equipment. The major components included in this program are roofs, HVAC equipment, exterior and interior painting, carpets and emergency generators. A 3% inflation factor has been applied to out-years.

**Project Justification**

This program is required to ensure that adequate funds are available, on an recurring basis, to maintain facilities owned by ACCUG. Replacements covered under this program are necessary to protect the financial investment that ACCUG has in their public facilities. Timely replacement of aging components extends the life expectancy of facilities and creates safer and more productive work environments. Cost estimates were obtained from the Facilities Management staff and through professional services. NOTE: Funding requested in each year is based on projected needs of the life cycle program. Inadequate funding may result in emergency funding requests for equipment that fails due to over-extended lifetimes.

**Impact on Annual Operating Expenses**

If this program is not adequately funded, needed life cycle replacements will be deferred resulting in deteriorated facilities, higher equipment failures, adverse impacts on building occupants, higher maintenance and repair expenses in the operating budget, and higher future capital replacement needs.

**Financial Plan** Project ID: c0188

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 131,780 | 700,000 | 1,700,000 | 3,268,700 | 372,800 | 1,668,900 | 1,913,300 | 7,216,700 | 16,140,400 |
| **TOTAL SOURCES** | **131,780** | **700,000** | **1,700,000** | **3,268,700** | **372,800** | **1,668,900** | **1,913,300** | **7,216,700** | **16,140,400** |
| **USES** | | | | | | | | | |
| Capital - Const. | 131,780 | 700,000 | 1,700,000 | 3,268,700 | 372,800 | 1,668,900 | 1,913,300 | 7,216,700 | 16,140,400 |
| **TOTAL USES** | **131,780** | **700,000** | **1,700,000** | **3,268,700** | **372,800** | **1,668,900** | **1,913,300** | **7,216,700** | **16,140,400** |

**Central Services** Dept Priority

# Landscaping Equipment Life Cycle Replacement 3 of 19

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

Purchase replacement landscape maintenance equipment (mowers, chainsaws, ball field implements, etc.) used by the Landscape Management Division (LMD). This capital project uses equipment useful life cycles as a basis for projecting annual replacement costs. Equipment is used for landscape services to Athens-Clarke County parks, public buildings, and rights-of-way. Cost estimates are from LMD staff.

**Project Justification**

Efficiency of landscape services is dependent upon functioning, reliable equipment. Since the program funding began in FY96, service has become reliable and stable as equipment is replaced on schedule (with exception of recession budget years FY09-FY14). All who travel public roadways (700 miles of streets and roads), use public parks (450 acres and 24 ball fields), or conduct business with departments (45 acres, 29 sites) are affected by Landscape Division Services. Inadequately managed growth of vegetation affects community appearance and public safety. Serviceable equipment is essential to Landscape Division's primary objective to provide a stable level of service under a range of environmental variables.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0090

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 26,564 | 75,000 | 25,000 | 75,000 | 75,000 | 75,000 | 75,000 | 375,000 | 700,000 |
| **TOTAL SOURCES** | **26,564** | **75,000** | **25,000** | **75,000** | **75,000** | **75,000** | **75,000** | **375,000** | **700,000** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 26,564 | 75,000 | 25,000 | 75,000 | 75,000 | 75,000 | 75,000 | 375,000 | 700,000 |
| **TOTAL USES** | **26,564** | **75,000** | **25,000** | **75,000** | **75,000** | **75,000** | **75,000** | **375,000** | **700,000** |

**Central Services** Dept Priority

# Vehicle for ACC Greenway Expansion (SPLOST) 4 of 19

AI, Equipment Project Timeline: FY18 - FY18

**Project Description**

Purchase single cab truck with landscape bed for use by a crew being requested for expanded service to ACC Greenway.

**Project Justification**

Currently, four miles of Greenway are receiving landscape services through the extension of crews assigned to other Leisure Services facilities onto the existing Greenway. With the addition of a crew being requested through the FY18 Operating Budget, Landscape Management Division will be able to offer dedicated service to the original four miles as well as an additional four miles to be constructed before and during FY18. The requested vehicle will provide transportation of labor, equipment and resources to the site. Additionally, due to limited access to sections of the expanded Greenway, current vehicles may not be usable. This project will provide an appropriate vehicle style to access all Greenway areas.

**Impact on Annual Operating Expenses**

Indirect expenses: $3,216 (includes PM, CM, insurance, tires and tubes, and fuel). Replacement cost: $2,200/year. These additional expenses will be requested as a SPLOST impact in the FY19 operating budget request.

**Financial Plan** Project ID: N/A

| | FY17 *End. Bal.* | FY18 *Budget* | FY19 *Approved* | FY20 *Proposed* | FY21 *Proposed* | FY22 *Proposed* | FY23 *Proposed* | FY24-28 *Proposed* | Total *Proposed* |
|---|---|---|---|---|---|---|---|---|---|
| **SOURCES** | | | | | | | | | |
| SPLOST | - | - | 33,000 | - | - | - | | - | 33,000 |
| **TOTAL SOURCES** | **-** | **-** | **33,000** | **-** | **-** | **-** | **-** | **-** | **33,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Vehicles | - | - | 33,000 | - | - | - | | - | 33,000 |
| **TOTAL USES** | **-** | **-** | **33,000** | **-** | **-** | **-** | **-** | **-** | **33,000** |

**Central Services** Dept Priority

# Upgrade Fuel Sites 5 of 19

CS, Facilities Project Timeline: Ongoing - Ongoing

**Project Description**

The following five (5) fuel sites are managed by the Fleet Management Division: (1) Public Safety Campus (Jail) (2) Fleet Management - Newton Bridge Road, (3) Fire Station #1, (4) Fire Station #2, and (5) East Side Fuel Center - Spring Valley Road. This project provides routine upgrades to fuel sites, responds to EPD requirements for fuel facilities, and updates to the computer operated fuel dispensing system. Additional focus on underground storage tank repair and maintenance is expected to be addressed in future budget years.

**Project Justification**

For over twenty years, regular bi-annual upgrades to Athens-Clarke County's fueling sites have ensured safe, compliant, efficient fueling operations that have served customers year round. While this funding has allowed Fleet Management to enhance automated tank monitoring and site maintenance, fuel management software and some hardware is outdated and has reached its limited storage capacity. This year's funding request, coupled with previous year's carry-forward amount, will be focused on a fuel management system upgrade.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0419

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Fleet Management Fund | 49,504 | - | 30,000 | - | 30,000 | 20,000 | 20,000 | 100,000 | 200,000 |
| **TOTAL SOURCES** | **49,504** | **-** | **30,000** | **-** | **30,000** | **20,000** | **20,000** | **100,000** | **200,000** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 49,504 | - | 30,000 | - | 30,000 | 20,000 | 20,000 | 100,000 | 200,000 |
| **TOTAL USES** | **49,504** | **-** | **30,000** | **-** | **30,000** | **20,000** | **20,000** | **100,000** | **200,000** |

**Central Services** Dept Priority

# Fleet Management Shop Equipment Life Cycle Replacement (New) 6 of 19

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

This project will provide life cycle replacement funds for worn or obsolete equipment used in the two shop areas at Fleet Management's maintenance facility (Vehicle Servicing & Repair, and Vehicle Replacement). This equipment is used for the outfitting, maintenance, and repair of all vehicles and equipment in the ACCUG fleet that serves all ACCUG departments.

**Project Justification**

This project is needed to ensure that the equipment used by Fleet Management in support of the ACCUG fleet is functional and up-to-date. Otherwise, worn and obsolete shop equipment will impact Fleet Managements service delivery requiring some vehicle and equipment repairs to be outsourced at a higher cost to the user department.

**Impact on Annual Operating Expenses**

No impact.

**Financial Plan** Project ID: New

| | **FY17** *End. Bal.* | **FY18** *Budget* | **FY19** *Approved* | **FY20** *Proposed* | **FY21** *Proposed* | **FY22** *Proposed* | **FY23** *Proposed* | **FY24-28** *Proposed* | **Total** *Proposed* |
|---|---|---|---|---|---|---|---|---|---|
| **SOURCES** | | | | | | | | | |
| Fleet Management Fund | - | - | - | 10,000 | 10,000 | 10,000 | 10,000 | 50,000 | 90,000 |
| **TOTAL SOURCES** | **-** | **-** | **-** | **10,000** | **10,000** | **10,000** | **10,000** | **50,000** | **90,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | - | - | - | 10,000 | 10,000 | 10,000 | 10,000 | 50,000 | 90,000 |
| **TOTAL USES** | **-** | **-** | **-** | **10,000** | **10,000** | **10,000** | **10,000** | **50,000** | **90,000** |

**Central Services** Dept Priority

# Renovations/Space Allocation Plan 7 of 19

AI, Facilities Project Timeline: Ongoing - Ongoing

**Project Description**

The Space Allocation Program sets aside funds to be used for the renovation, acquisition, or construction of facilities in response to ACCUG departments' space needs. The FY19 request is to fund a small portion of recommendations coming from the 2010 and 2017 Space Allocation studies and other space reconfiguration/renovation needs of ACCUG departments and possible relocation of ACCUG offices currently in leased office space.

**Project Justification**

Projects are determined based on the needs of other ACCUG departments as their service delivery needs evolve over time requiring renovation or reconfiguration of office and other operational facility spaces. In FY19-FY22, additional needs are anticipated as existing departments (not yet identified) are moved into the Costa Building which is being renovated as a SPLOST 2011 project. Spaces vacated by those departments moving will need renovations to accommodate new functions.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0074

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 676,902 | 25,000 | - | 25,000 | 25,000 | 50,000 | 100,000 | 850,000 | 1,050,000 |
| **TOTAL SOURCES** | **676,902** | **25,000** | **-** | **25,000** | **25,000** | **50,000** | **100,000** | **850,000** | **1,050,000** |
| **USES** | | | | | | | | | |
| Capital - Const. | 676,902 | 25,000 | - | 25,000 | 25,000 | 50,000 | 100,000 | 850,000 | 1,050,000 |
| **TOTAL USES** | **676,902** | **25,000** | **-** | **25,000** | **25,000** | **50,000** | **100,000** | **850,000** | **1,050,000** |

**Central Services** Dept Priority

# 800 MHz Subscriber Radio Life Cycle 8 of 19

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

This project accumulates funds for a life cycle replacement program for the 800 MHz subscriber (portable and mobile) radios purchased with SPLOST 2011 funds. Over 1000 radios were purchased through the SPLOST. The manufacturer indicates that these radios have a life expectancy of 5-10 years. This proposal sets aside funds for the subscriber radios and continues the life cycle process begun with the older radios. The average current replacement cost is approximately $4,000 per radio. These funds may also be used to replace radios that are damaged or lost during use and the radios that are used to activate the tornado sirens, Greenway Call Boxes, Fire Station Alerting, and other critical items.

**Project Justification**

As these subscriber radios age, they become both unreliable and expensive to repair. Staff believes that with good maintenance, a 12-year life expectancy is feasible. No inflation figures are applied in the belief that improved technology and competition will offset any inflationary increase. Funding will provide for the replacement of the radios that fail due to age, cost of repairs, or other reasons.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0384

| | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** | **FY24-28** | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 200,000 | - | 25,000 | 26,000 | 50,000 | 50,000 | 50,000 | 250,000 | 451,000 |
| **TOTAL SOURCES** | **200,000** | **-** | **25,000** | **26,000** | **50,000** | **50,000** | **50,000** | **250,000** | **451,000** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 200,000 | - | 25,000 | 26,000 | 50,000 | 50,000 | 50,000 | 250,000 | 451,000 |
| **TOTAL USES** | **200,000** | **-** | **25,000** | **26,000** | **50,000** | **50,000** | **50,000** | **250,000** | **451,000** |

**Central Services** Dept Priority

# Landscape & Community Tree Program 9 of 19

CS, Facilities Project Timeline: Ongoing - Ongoing

**Project Description**

The purpose of this project is to provide or restore Athens-Clarke County (ACC) landscape features that: (1) become unserviceable due to natural life-span, (2) are destroyed due to construction activities, (3) serve as enhancements to existing conditions, (4) provide a standard level of landscape quality to under-funded facility projects, or (5) serve as natural vegetative cover for undeveloped or passive public lands. Projects are located at ACC parks, rights-of-way, buildings/facilities, and right-of-way stormwater bio-retention facilities.

**Project Justification**

The Landscape Management Division annually responds to events requiring landscape plantings and support systems for ACC properties. The consequence of not responding is deteriorated conditions, a negative public image and limits to programmed activities. This capital life cycle program stabilizes annual expenditures, preserves infrastructure assets, benefits citizens and staff and improves asset life expectancy. A combination of chemical, mechanical and other methods will be used, with an emphasis on environmentally compatible methods where possible.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0182

| | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** | **FY24-28** | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 17,186 | 30,000 | 20,000 | 30,000 | 30,000 | 30,000 | 30,000 | 150,000 | 290,000 |
| **TOTAL SOURCES** | **17,186** | **30,000** | **20,000** | **30,000** | **30,000** | **30,000** | **30,000** | **150,000** | **290,000** |
| **USES** | | | | | | | | | |
| Capital - Const. | 17,186 | 30,000 | 20,000 | 30,000 | 30,000 | 30,000 | 30,000 | 150,000 | 290,000 |
| **TOTAL USES** | **17,186** | **30,000** | **20,000** | **30,000** | **30,000** | **30,000** | **30,000** | **150,000** | **290,000** |

**Central Services** Dept Priority

# Parking Lot Life Cycle Maintenance & Repair 10 of 19

CS, Facilities Project Timeline: Ongoing - Ongoing

**Project Description**

The Parking Lot Life Cycle M&R Project will include maintenance and repairs to existing parking lots for ACCUG buildings. This may include installing new concrete, asphalt, or seal coating. It will also include restriping parking lots as needed.

**Project Justification**

Work will need to be done in the near future at several parking lots due to the age of the material and the use of the parking lot. All ACCUG facilities should properly represent the image of the Unified Government, especially the facilities that directly serve the public. A properly executed life cycle program will extend the life of the existing parking lots, thereby minimizing future repair costs.

**Impact on Annual Operating Expenses**

This project will reduce the dependence on operating budgets to perform repairs due to the lack of maintenance.

**Financial Plan** Project ID: c0724

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 3,033 | 25,000 | 20,000 | 25,000 | 25,000 | 25,000 | 40,000 | 125,000 | 260,000 |
| **TOTAL SOURCES** | **3,033** | **25,000** | **20,000** | **25,000** | **25,000** | **25,000** | **40,000** | **125,000** | **260,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Const. | 3,033 | 25,000 | 20,000 | 25,000 | 25,000 | 25,000 | 40,000 | 125,000 | 260,000 |
| **TOTAL USES** | **3,033** | **25,000** | **20,000** | **25,000** | **25,000** | **25,000** | **40,000** | **125,000** | **260,000** |

**Central Services** Dept Priority

# Replace Internal Support Equipment 11 of 19

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

Purchase and replace outdated equipment in the Records Center and Print Shop in order to provide better service. This program provides for the programmed replacement of record keeping and printing equipment as it approaches the end of its useful life.

**Project Justification**

Approximately 30% of all equipment covered by this replacement program is 12 to 17 years old. As equipment ages, it requires more frequent service calls and replacement parts become more expensive. Equipment downtime creates the need for more expensive outsourcing. This scheduled replacement program will reduce operating costs for maintenance and outsourcing. Funding will be split between the General Capital Projects Fund (310) and the Internal Support Fund (601).

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0347

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 115,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 50,000 | 100,000 |
| Internal Support Fund | 108,419 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 75,000 | 150,000 |
| **TOTAL SOURCES** | **223,419** | **25,000** | **25,000** | **25,000** | **25,000** | **25,000** | **25,000** | **125,000** | **250,000** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 223,419 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 | 250,000 |
| **TOTAL USES** | **223,419** | **25,000** | **25,000** | **25,000** | **25,000** | **25,000** | **25,000** | **125,000** | **250,000** |

**Central Services** Dept Priority

# 800 MHz Radio Infrastructure Replacement 12 of 19

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

This project will establish a life cycle replacement program for the 800 MHz radio infrastructure and towers. According to radio vendors, the infrastructure of a radio system has a life expectancy of 10-20 years; this project assumes a 20-year life span. This project sets aside money for the three towers and supporting equipment to be replaced.

**Project Justification**

Radio vendors estimate their systems have a life expectancy of 20 years. This project creates an accumulating fund, beginning in FY17, to replace the towers and future infrastructure on a 20-year cycle. Based on the previous radio system, staff feels 20 years is the correct estimate through diligent maintenance, if parts remain available. Estimated replacement costs total $6.1 million (Whitehall $3M; Vaughn Road $2M; Police $1M; American Tower $100k).

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0726

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 50,000 | 25,000 | 25,000 | 25,000 | 100,000 | 200,000 | 250,000 | 5,500,000 | 6,100,000 |
| **TOTAL SOURCES** | **50,000** | **25,000** | **25,000** | **25,000** | **100,000** | **200,000** | **250,000** | **5,500,000** | **6,100,000** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 50,000 | 25,000 | 25,000 | 25,000 | 100,000 | 200,000 | 250,000 | 5,500,000 | 6,100,000 |
| **TOTAL USES** | **50,000** | **25,000** | **25,000** | **25,000** | **100,000** | **200,000** | **250,000** | **5,500,000** | **6,100,000** |

**Central Services** Dept Priority

# Parking Facilities 13 of 19

CS, Facilities Project Timeline: Ongoing - Ongoing

**Project Description**

Maintain downtown public parking facilities (excluding parking deck facilities life cycle) and repair and/or replace parking meters as well as maintain equipment and software for the ticket system.

**Project Justification**

Provide funding to maintain downtown public parking facilities and spaces such as, painting of the parking stripes, replacing damaged parking meters, and repairing of surface parking facilities and equipment.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0230

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 66,787 | 20,000 | 20,000 | 30,000 | 30,000 | 20,000 | 20,000 | 100,000 | 220,000 |
| **TOTAL SOURCES** | **66,787** | **20,000** | **20,000** | **30,000** | **30,000** | **20,000** | **20,000** | **100,000** | **220,000** |
| **USES** | | | | | | | | | |
| Capital - Const. | 66,787 | 20,000 | 20,000 | 30,000 | 30,000 | 20,000 | 20,000 | 100,000 | 220,000 |
| **TOTAL USES** | **66,787** | **20,000** | **20,000** | **30,000** | **30,000** | **20,000** | **20,000** | **100,000** | **220,000** |

**Central Services** Dept Priority

# Parking Decks Life Cycle Replacement 14 of 19

CS, Facilities Project Timeline: Ongoing - Ongoing

**Project Description**

This Life Cycle Program for the College Avenue Deck and the West Washington Building parking deck is an annual plan to replace key building equipment and components at or near the end of their normal life expectancy.

**Project Justification**

This program is needed to ensure that adequate funds are available, on an annual basis, to maintain the College Avenue Parking Deck and the West Washington Building parking deck. The protection gained comes in the form of extended life expectancy and safer and more productive work environments.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0255

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 245,537 | 40,000 | - | 90,000 | 40,000 | 40,000 | 50,000 | 350,000 | 570,000 |
| Hotel/Motel Spec Rev Fund | 111,781 | - | - | - | - | - | | - | - |
| **TOTAL SOURCES** | **357,318** | **40,000** | **-** | **90,000** | **40,000** | **40,000** | **50,000** | **350,000** | **570,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Const. | 357,318 | 40,000 | - | 90,000 | 40,000 | 40,000 | 50,000 | 350,000 | 570,000 |
| **TOTAL USES** | **357,318** | **40,000** | **-** | **90,000** | **40,000** | **40,000** | **50,000** | **350,000** | **570,000** |

**Central Services** Dept Priority

# Community Events Program 15 of 19

CS, General Project Timeline: Ongoing - Ongoing

**Project Description**

This program provides materials and services in support of the Athens Downtown Development Authority (ADDA) "Community Events Program" (CEP). This funding allows Central Services to partner with Athens Downtown Development Authority (ADDA) to host a seasonal array of community events and utilize the Central Business District as a "stage." Examples of materials requiring capital funding include seasonal lighting, garlands, electrical circuits, banner brackets, and protective fencing and barricades. Cost estimates are from Central Services Department staff. NOTE: This project is not the CEP budget that is allocated to ADDA annually to support downtown special events.

**Project Justification**

The Christmas Season and Athfest are examples of events that characterize Athens-Clarke County (ACC) as a community interested in providing quality outdoor entertainment and enhancements to citizens and visitors while additionally benefiting merchants within the Central Business District. This base level of support to the streetscape infrastructure (the stage) by ACC will encourage seasonal events marketed by ADDA. Overall, funding for this project will promote economic development and enhance the quality of life for merchants, community citizens, and community visitors.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0135

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Hotel/Motel Spec Rev Fund | 4,676 | 30,000 | 30,000 | 40,000 | 40,000 | 40,000 | 40,000 | 200,000 | 390,000 |
| **TOTAL SOURCES** | **4,676** | **30,000** | **30,000** | **40,000** | **40,000** | **40,000** | **40,000** | **200,000** | **390,000** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 4,676 | 30,000 | 30,000 | 40,000 | 40,000 | 40,000 | 40,000 | 200,000 | 390,000 |
| **TOTAL USES** | **4,676** | **30,000** | **30,000** | **40,000** | **40,000** | **40,000** | **40,000** | **200,000** | **390,000** |

**Central Services** Dept Priority

# Downtown Enhancement Project 16 of 19

AI, General Project Timeline: Ongoing - Ongoing

**Project Description**

The Downtown Enhancement Program (DEP) has been established to provide funding to the Athens Downtown Development Authority (ADDA) for capital and operating expenses in support of downtown improvement activities. Funding for the DEP comes from downtown parking revenues. The ADDA will submit a plan for approval by the Mayor and Commission prior to expending any funds from the DEP program.

**Project Justification**

The Downtown Enhancement Program was established in September 2002 as a part of the parking services contract between Athens-Clarke County and the ADDA.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0367

| | **FY17** *End. Bal.* | **FY18** *Budget* | **FY19** *Approved* | **FY20** *Proposed* | **FY21** *Proposed* | **FY22** *Proposed* | **FY23** *Proposed* | **FY24-28** *Proposed* | **Total** *Proposed* |
|---|---|---|---|---|---|---|---|---|---|
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 73,990 | - | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 300,000 | 600,000 |
| **TOTAL SOURCES** | **73,990** | **-** | **60,000** | **60,000** | **60,000** | **60,000** | **60,000** | **300,000** | **600,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Const. | 73,990 | - | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 300,000 | 600,000 |
| **TOTAL USES** | **73,990** | **-** | **60,000** | **60,000** | **60,000** | **60,000** | **60,000** | **300,000** | **600,000** |

**Central Services** Dept Priority

# Telephone System Life Cycle Replacement 17 of 19

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

Purchase and replace outdated telephone systems and equipment with newer communications technology as existing hardware reaches the end of its useful life. This project will also transition the multiple ACCUG phone systems to a new Voice-over-IP (VoIP) solution that will reduce future operating expenses.

**Project Justification**

Telephonic communications is critical to the functioning and service delivery of all departments of the Unified Government of Athens-Clarke County. Equipment is aging and mostly of analog technology. A transition to VoIP will require a significant capital investment.

**Impact on Annual Operating Expenses**

VoIP should provide significant operating expense savings throughout ACCUG departments by eliminating the dependence on conventional phone systems. Actual savings TBD.

**Financial Plan** Project ID: c0238

| | **FY17** *End. Bal.* | **FY18** *Budget* | **FY19** *Approved* | **FY20** *Proposed* | **FY21** *Proposed* | **FY22** *Proposed* | **FY23** *Proposed* | **FY24-28** *Proposed* | **Total** *Proposed* |
|---|---|---|---|---|---|---|---|---|---|
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 100,000 | 450,000 | - | - | - | - | | - | - |
| Internal Support Fund | 206,015 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 | 250,000 |
| **TOTAL SOURCES** | **306,015** | **475,000** | **25,000** | **25,000** | **25,000** | **25,000** | **25,000** | **125,000** | **250,000** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 306,015 | 475,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 | 250,000 |
| **TOTAL USES** | **306,015** | **475,000** | **25,000** | **25,000** | **25,000** | **25,000** | **25,000** | **125,000** | **250,000** |

**Central Services** Dept Priority

# Energy Management Improvements 18 of 19

CS, General Project Timeline: Ongoing - Ongoing

**Project Description**

The purpose of the Energy Management Program is to reduce energy consumption & costs at ACC facilities. This project provides funding for the implementation of proven energy savings measures & audits to identify those measures. Funds may be used as a one time life cycle augmentation where it can be demonstrated that the early replacement or upgrading of equipment will result in energy savings.

**Project Justification**

The justification for this project is reduction in energy consumption and proven energy cost savings. Projects will increase savings to Athens-Clarke County and reduce our carbon footprint. Further savings could be realized through a broader program application and additional annual funding.

**Impact on Annual Operating Expenses**

Possible reduction in energy consumption costs.

**Financial Plan** Project ID: c0487

| | **FY17** *End. Bal.* | **FY18** *Budget* | **FY19** *Approved* | **FY20** *Proposed* | **FY21** *Proposed* | **FY22** *Proposed* | **FY23** *Proposed* | **FY24-28** *Proposed* | **Total** *Proposed* |
|---|---|---|---|---|---|---|---|---|---|
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 71,963 | - | - | 20,000 | 30,000 | 30,000 | 30,000 | 150,000 | 260,000 |
| **TOTAL SOURCES** | **71,963** | **-** | **-** | **20,000** | **30,000** | **30,000** | **30,000** | **150,000** | **260,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Const. | 71,963 | - | - | 20,000 | 30,000 | 30,000 | 30,000 | 150,000 | 260,000 |
| **TOTAL USES** | **71,963** | **-** | **-** | **20,000** | **30,000** | **30,000** | **30,000** | **150,000** | **260,000** |

**Central Services** Dept Priority

# Fleet Replacement Program 19 of 19

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

The Internal Service Fund Fleet Management is funded from the user departmental contributions. These expenditures are for the authorized replacement of vehicles and equipment that have reached the end of their useful life. There are 720 vehicles in the Fleet Replacement Program. Specific vehicle replacements are proposed each year by the Manager. For example, in FY17 the Fleet Replacement Program replaced 56 vehicles and 46 have been identified for replacement in FY18.

**Project Justification**

Replacement of vehicles and equipment on a planned schedule reduces repair costs, downtime and provides for a constant funding strategy to meet the vehicle needs of the user departments.

**Impact on Annual Operating Expenses**

Without the Fleet Enterprise fund, the replacement of these vehicles would need to be programmed by each individual department using existing funding sources.

**Financial Plan** Project ID: N/A

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Fleet Replacement Fund | - | 2,480,000 | 2,790,800 | 3,102,000 | 2,413,400 | 2,724,600 | 2,746,500 | 13,933,000 | 27,710,300 |
| **TOTAL SOURCES** | **-** | **2,480,000** | **2,790,800** | **3,102,000** | **2,413,400** | **2,724,600** | **2,746,500** | **13,933,000** | **27,710,300** |
| **USES** | | | | | | | | | |
| Capital - Vehicles | - | 2,480,000 | 2,790,800 | 3,102,000 | 2,413,400 | 2,724,600 | 2,746,500 | 13,933,000 | 27,710,300 |
| **TOTAL USES** | **-** | **2,480,000** | **2,790,800** | **3,102,000** | **2,413,400** | **2,724,600** | **2,746,500** | **13,933,000** | **27,710,300** |

**Clerk of Courts** Dept Priority

# Microfilm Conversion to Digital Images 1 of 1

AI, General Project Timeline: FY17 - FY19

**Project Description**

This continuation project will convert the microfilm aperture cards to digitized images for use by employees and the general public. The estimated total of the project is based estimated cards (120 cards per inch, 935 inches of cards) is $72,930. The digitized images will allow for electronic retrieval and reproduction and the original will be sent to Archives.

**Project Justification**

This is a continuation of the digitizing project started in FY17 with the civil and criminal microfiche and microfilm rolls. The aperture cards are microfilmed images of deed and plats filed prior to 1993. Digitizing these images will allow multi generational backup, desktop retrieval and reproduction, and the most advanced and recognized form of document storage. Conversion of film and fiche to digital would make possible a uniform platform for archival of court

**Impact on Annual Operating Expenses**

None

**Financial Plan** Project ID: c0712

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | 50,000 | 35,000 | - | - | - | | - | 35,000 |
| **TOTAL SOURCES** | **-** | **50,000** | **35,000** | **-** | **-** | **-** | **-** | **-** | **35,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Other | - | 50,000 | 35,000 | - | - | - | | - | 35,000 |
| **TOTAL USES** | **-** | **50,000** | **35,000** | **-** | **-** | **-** | **-** | **-** | **35,000** |

**Corrections** Dept Priority

# Food Service Equipment Life Cycle Replacement 1 of 1

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

The Correctional Facility's food service kitchen supplies meals to the Prison (Correctional Institute), Diversion Center and the Jail. This request is to ensure that kitchen equipment is safe, reliable and adequate for the volume of meals that need to be prepared.

**Project Justification**

Meals provided by the Corrections Food Service Facility are a necessary component of the Jail, Correctional Institution and Diversion Center. Failure to provide meals in a timely manner can result in inmate unrest and lawsuits. The existing kitchen, installed in 1987, was designed for serving meals only at the prison. Today, Corrections prepares an average of 1,800 meals a day for the prison, diversion center and the jail. In FY05, because of the increase in the jail population, a new SPLOST funded food service facility was opened. However, the existing kitchen is still used as a servicing center; and the existing dishwasher, warming oven, steam table and other serving equipment must be maintained. Also, the prison kitchen is used as a backup kitchen and will be utilized during an upcoming renovation project.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0180

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 14,025 | - | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 30,000 | 130,000 |
| **TOTAL SOURCES** | **14,025** | **-** | **20,000** | **20,000** | **20,000** | **20,000** | **20,000** | **30,000** | **130,000** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 14,025 | - | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 30,000 | 130,000 |
| **TOTAL USES** | **14,025** | **-** | **20,000** | **20,000** | **20,000** | **20,000** | **20,000** | **30,000** | **130,000** |

**Fire Services** Dept Priority

# Smoke Containment System Repair 1 of 2

CS, Facilities Project Timeline: FY18 - FY20

**Project Description**

FY 18 Repair current exhaust removal systems in Fire Stations 3,4,6,7,8,9
FY 19 Install exhaust removal system at Station 1 and 5

**Project Justification**

Maintain a safe work environment by removing dangerous vehicle exhaust fumes from Fire Station bays and living quarters. The Fire Department applied for grant funding for this project, but was not selected to receive funding.

**Impact on Annual Operating Expenses**

FY 18: No known impact on annual operating expenses in FY18. Additional funds will be requested if the department is not awarded an Assistant to Firefighter Grant to install exhaust systems at Station 1 and 5 (cost of $110,000). These two stations do not currently have any type of exhaust removal system in place.
FY19 Adding an addition $32,000 to operating budget (Repair and Service) for an annual preventative maintenance program for all stations.

**Financial Plan** Project ID: c0738

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | 120,000 | 65,000 | 65,000 | - | - | | - | 130,000 |
| **TOTAL SOURCES** | **-** | **120,000** | **65,000** | **65,000** | **-** | **-** | **-** | **-** | **130,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Cost. | - | 120,000 | 65,000 | 65,000 | - | - | | - | 130,000 |
| **TOTAL USES** | **-** | **120,000** | **65,000** | **65,000** | **-** | **-** | **-** | **-** | **130,000** |

**Fire Services** Dept Priority

# Replace Mobile Data Terminals 2 of 2

CS, Equipment Project Timeline: FY13 - Ongoing

**Project Description**

Timely replacement of 28 MDT's currently installed in Fire Department vehicles and apparatus.

**Project Justification**

Information Technology Services recommended a 5 year replacement program for these devices, at which time the useful life expectancy will be reached. Technology changes and maintenance costs will make replacement a more fiscally responsible alternative. New projected cost of replacement in FY23 is $250,000. The request is $50,000 per year contribution continuing through FY23.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0659

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 229,100 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 | 500,000 |
| **TOTAL SOURCES** | **229,100** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **250,000** | **500,000** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 229,100 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 | 500,000 |
| **TOTAL USES** | **229,100** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **250,000** | **500,000** |

**Information Technology** Dept Priority

# Information Technology Equipment Replacement Program 1 of 2

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

This project will replace PCs and Printers in all departments that are six years old or older and are of such a configuration that they are no longer suitable for client server applications. Locations are in all the departments and work units in Athens-Clarke County. In addition, this project will replace, upgrade, and expand network equipment and software required to support IT operations within the government.

**Project Justification**

This project is made up of various components that are required to maintain and keep ACC's IT infrastructure operational. Components include networking equipment, software upgrades, main system replacement(s), wiring improvements, and various other necessary components.

**Impact on Annual Operating Expenses**

Replacing some infrastructure gear will result in increased maintenance agreements and new purchases to expand some services will also bring about new maintenance contracts.

**Financial Plan** Project ID: c0095

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 569,093 | 300,000 | 290,000 | 450,000 | 350,000 | 415,000 | 600,000 | 1,305,000 | 3,410,000 |
| **TOTAL SOURCES** | **569,093** | **300,000** | **290,000** | **450,000** | **350,000** | **415,000** | **600,000** | **1,305,000** | **3,410,000** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 569,093 | 300,000 | 290,000 | 450,000 | 350,000 | 415,000 | 600,000 | 1,305,000 | 3,410,000 |
| **TOTAL USES** | **569,093** | **300,000** | **290,000** | **450,000** | **350,000** | **415,000** | **600,000** | **1,305,000** | **3,410,000** |

**Information Technology** Dept Priority

# Replace/Upgrade Enterprise Resource Planning Software 2 of 2

CS, General Project Timeline: FY17 - FY21

**Project Description**

This project seeks to upgrade the Enterprise Resource Planning (ERP) software used by the Athens-Clarke County Unified Government. The ERP software is the primary financial and human resource management software and is used by all departments to collect, store, manage, and report financial, human resource and other data and activities across the government. The current ERP software is used to manage Financial systems (budgeting, accounting, purchasing, receipting, asset management), Human Resource Systems (payroll, benefits) and other permit and licensing activities. The scope of this project includes the selection, acquisition, implementation, and maintenance of an ERP software package and is estimated to cost between $600,000 and $800,000. Funding over a five year period through the GMA/ACCG Equipment Lease Program.

**Project Justification**

The current ERP software package (Eden Systems) was originally implemented in 2006. While the package has received ongoing support and upgrades for improved functionality, Eden's parent company, Tyler Technology, is no longer marketing the program. As a result, future upgrades in functionality and benefits from technological advances are unlikely to be implemented with the current software. Newer ERP platforms offer significant improvements in process efficiency, user experience, and reporting capabilities.

**Impact on Annual Operating Expenses**

**Financial Plan** Project ID: c0709

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 157,339 | 160,000 | 116,000 | 116,000 | 116,000 | 116,000 | 116,000 | - | 580,000 |
| **TOTAL SOURCES** | **157,339** | **160,000** | **116,000** | **116,000** | **116,000** | **116,000** | **116,000** | **-** | **580,000** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 157,339 | 160,000 | 116,000 | 116,000 | 116,000 | 116,000 | 116,000 | - | 580,000 |
| **TOTAL USES** | **157,339** | **160,000** | **116,000** | **116,000** | **116,000** | **116,000** | **116,000** | **-** | **580,000** |

**Leisure Services** Dept Priority

# Parks - R&M Existing Facilities 1 of 13

CS, Facilities Project Timeline: FY03 - Ongoing

**Project Description**

This project provides for repairs, maintenance, and/or replacement of existing program specific facilities and non-facility park needs in the Leisure Services system. Project areas of focus include: 1) **athletics** (fields, courts, gymnastics equipment, scoreboards, etc.); 2) **animal care** (zoo/nature center exhibits and support areas); 3) **playgrounds** (surfacing and equipment); and 4) **general park needs** (park signage, storm water system maintenance, fencing, etc.). FY19 plans call for: athletic field netting replacement (2); scoreboard replacement (1); tennis court refinishing (12); playground replacement (1), tree removal/pruning; and general playground maintenance system-wide.

**Project Justification**

This project will provide funding to rehabilitate facilities, address safety/risk issues, and perform required maintenance necessary to uphold the Department's quality standards for facilities, structures, parks, and natural areas. Funding request specifics are supported by the Department's 2017 Inventory and Assessment which is continuously updated and reprioritized to highlight assets that have reached or exceeded their lifecycle and to insure the delivery of safe facility and park areas.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0246/c0620

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | 215,150 | - | 372,200 | 332,700 | 1,159,100 | 1,025,900 | 3,982,400 | 6,872,300 |
| SPLOST 2011 Cap Proj Fund | 1,587,337 | 317,125 | 575,800 | 358,600 | - | - | - | - | 934,400 |
| **TOTAL SOURCES** | **1,587,337** | **532,275** | **575,800** | **730,800** | **332,700** | **1,159,100** | **1,025,900** | **3,982,400** | **7,806,700** |
| **USES** | | | | | | | | | |
| Capital - Const. | 1,587,337 | 532,275 | 575,800 | 730,800 | 332,700 | 1,159,100 | 1,025,900 | 3,982,400 | 7,806,700 |
| **TOTAL USES** | **1,587,337** | **532,275** | **575,800** | **730,800** | **332,700** | **1,159,100** | **1,025,900** | **3,982,400** | **7,806,700** |

**Leisure Services** Dept Priority

# Pool Repairs and Renovations 2 of 13

CS, Facilities Project Timeline: FY11 - Ongoing

**Project Description**

This project provides for repairs, maintenance and code upgrades for the one wading pool, five swimming pools, and two splash pads operated in the Leisure Services system. Projects supported by this program include maintenance and replacement of filtration equipment, chemical controllers, splash pad features, and aquatics elements such as diving boards, pool decks, and liners. Due to major renovations conducted via SPLOST funds, FY19 does not include any planned maintenance. The large increase in FY23 represents the end-of-life replacement for equipment at Rocksprings, Bishop, and Trail Creek (all of which came online with new equipment in 2013).

**Project Justification**

This project will provide funding to rehabilitate and renovate facilities, address safety and risk issues, and perform required maintenance necessary to uphold the Department's quality standards for aquatic facilities and water features. Funding request specifics are supported by the Department's 2017 Inventory and Assessment which is continuously updated and reprioritized to highlight assets that have reached or exceeded their lifecycle and to insure the delivery of safe aquatic facility and water feature areas.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0642

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 22,912 | 40,000 | - | 65,000 | 95,200 | 107,000 | 503,600 | 806,700 | 1,577,500 |
| **TOTAL SOURCES** | **22,912** | **40,000** | **-** | **65,000** | **95,200** | **107,000** | **503,600** | **806,700** | **1,577,500** |
| **USES** | | | | | | | | | |
| Capital - Const. | 22,912 | 40,000 | - | 65,000 | 95,200 | 107,000 | 503,600 | 806,700 | 1,577,500 |
| **TOTAL USES** | **22,912** | **40,000** | **-** | **65,000** | **95,200** | **107,000** | **503,600** | **806,700** | **1,577,500** |

**Leisure Services** Dept Priority

# Bridge and Boardwalk Inspection and Replacement 3 of 13

CS, Facilities Project Timeline: FY17 - Ongoing

**Project Description**

This project provides for professional engineering inspections, major maintenance, and lifecycle replacement for all 86 bridges, boardwalks, and observation decks in the Leisure Services system. FY19 plans augment FY18 funds to complete replacement of the Audubon Society bird blind access bridge at Sandy Creek Nature Center which was underfunded. FY19 plans further replace one wooden bridge on Cook's Trail and two on the Oxbow Loop which rated poorly in our bridge and boardwalk inspections. Finally, FY19 plans begin to address a lack of emergency access to the western half of Lakeside Trail in the Jackson County portion of Sandy Creek Park (work initially planned to be funded by SPLOST).

**Project Justification**

Totaling more than 1.9 miles, approximately half of the bridges, boardwalks and decks covered by this project are all-wood structures estimated to be 25 or more years old, and do not meet modern building code or safety requirements. Funding request specifics are supported by the Department's annual Inventory and Assessment conducted annually since 2015. Cost estimates include escalations as required for what are primarily limited access and environmentally sensitive wetland construction sites. Project funding is necessary to ensure public safety and to keep the trails that these structures support fully operational.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0727

| | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** | **FY24-28** | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 10,568 | 109,250 | - | 344,200 | 336,800 | 553,000 | 590,500 | 1,531,200 | 3,355,700 |
| SPLOST 2011 Cap Proj Fund | - | 87,950 | 125,000 | - | - | - | - | - | 125,000 |
| **TOTAL SOURCES** | **10,568** | **197,200** | **125,000** | **344,200** | **336,800** | **553,000** | **590,500** | **1,531,200** | **3,480,700** |
| **USES** | | | | | | | | | |
| Capital - Const. | 10,568 | - | - | - | - | - | - | - | - |
| Capital - Infrastructure | - | 156,700 | 84,500 | 332,200 | 333,800 | 550,000 | 550,000 | 1,472,700 | 3,323,200 |
| Capital - Other | - | 40,500 | 40,500 | 12,000 | 3,000 | 3,000 | 40,500 | 58,500 | 157,500 |
| **TOTAL USES** | **10,568** | **197,200** | **125,000** | **344,200** | **336,800** | **553,000** | **590,500** | **1,531,200** | **3,480,700** |

**Leisure Services** Dept Priority

# Pavement Repair and Maintenance 4 of 13

CS, Facilities Project Timeline: FY18 - Ongoing

**Project Description**

This project provides for repairs, maintenance, and/or replacement of existing paved surfaces in the Leisure Services system. Projects supported by this program include asphalt maintenance, paving, parking lot striping, sidewalk grinding, and replacement of guardrails and regulatory and wayfinding signage. FY19 plans call for milling and repaving ~0.55 miles of two-lane roadway and parking between Sandy Creek and the Nature Center which also acts as part of the greenway.

**Project Justification**

The park and facility system comprises over nine miles of paved trail, four miles of roadways, and more than 1.4 million square feet of parking areas and sidewalks. Funding request specifics are supported by the Department's 2017 Inventory and Assessment which inspects paved surface conditions relative to striping, cracking, alligatoring, heaving and potholes, and also evaluates the visibility/condition of signage. Project funding is necessary to ensure public accessibility and safety and to maintain a positive curb appeal for park patrons.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0740

| | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** | **FY24-28** | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | 36,390 | 30,000 | 153,600 | 116,000 | 104,600 | 151,900 | 1,959,900 | 2,516,000 |
| SPLOST 2011 Cap Proj Fund | - | 125,000 | 10,000 | - | - | - | - | - | 10,000 |
| **TOTAL SOURCES** | **-** | **161,390** | **40,000** | **153,600** | **116,000** | **104,600** | **151,900** | **1,959,900** | **2,526,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | - | 161,390 | 40,000 | 153,600 | 116,000 | 104,600 | 151,900 | 1,959,900 | 2,526,000 |
| **TOTAL USES** | **-** | **161,390** | **40,000** | **153,600** | **116,000** | **104,600** | **151,900** | **1,959,900** | **2,526,000** |

**Leisure Services** Dept Priority

# Park Equipment - Replacement / Life Cycle 5 of 13

CS, Equipment Project Timeline: FY03 - Ongoing

**Project Description**

This project provides for replacement of park amenities and service equipment covering all 28 sites and 2,500 acres supported in the Leisure Services system. Park amenities include items such as trash cans, picnic tables, benches, and barbeque grills while service equipment includes items such as fitness equipment, ice machines, catering kitchen appliances, and forklifts. Outdoor equipment is selected with a minimum 30 year service life. FY19 plans call for the replacement of a computer lab (1), utility vehicles (2-no fleet funding), fitness equipment (1), trash cans (25), benches (20), appliances (3), and ice machines (1).

**Project Justification**

This project will provide funding to replace amenities and equipment supporting service delivery which have reached the end of their serviceable life. Funding request specifics are supported by the Department's 2017 Inventory and Assessment which is continuously updated and reprioritized to highlight replacement needs based on equipment age, condition, and use. Support of this program allows Leisure Services staff to replace deteriorated and broken amenities and service equipment without impact to the public.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0177

| | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** | **FY24-28** | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | 104,110 | - | 104,400 | 110,500 | 137,900 | 139,400 | 355,900 | 848,100 |
| SPLOST 2011 Cap Proj Fund | - | - | 96,700 | - | - | - | - | - | 96,700 |
| **TOTAL SOURCES** | **-** | **104,110** | **96,700** | **104,400** | **110,500** | **137,900** | **139,400** | **355,900** | **944,800** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | - | 104,110 | 96,700 | 104,400 | 110,500 | 137,900 | 139,400 | 355,900 | 944,800 |
| **TOTAL USES** | **-** | **104,110** | **96,700** | **104,400** | **110,500** | **137,900** | **139,400** | **355,900** | **944,800** |

**Leisure Services** Dept Priority

# New Vehicle (Truck) Purchase 6 of 13

AI, Equipment Project Timeline: FY19 - FY19

**Project Description**

This project provides for the purchase of a 3/4 ton Crew Cab truck to be assigned to the Park Services Division. This vehicle will support the performance of daily operational activities across the entire Department that include trails maintenance; inspections; park planning; and administrative support. For the past several years, a motor pool truck with 201,000+ miles on it has been rented from Fleet Management to address this resource void. Fleet Management has advised the Department to submit a request for an additional truck via the CIP process because this motor pool vehicle will not be replaced when it becomes non-functional and is removed from service.

**Project Justification**

The rented motor pool truck has served as the primary mode of transportation for three full-time and three part-time Parks Division staff in the Offices of Park Planning, and Trails & Open Space. Presently, only one other shared-use vehicle is used in the Parks Division staff, and it is shared by the two supervisors in the Offices of Building Services and Maintenance. Transportation for key staff members to reach departmental job sites will be critically inhibited if the high mileage rented motor pool truck becomes non-functional and unserviceable.

**Impact on Annual Operating Expenses**

Operating: $4.5K per year (Indirect cost estimate)

**Financial Plan** Project ID: c0772

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | 32,000 | - | - | - | - | - | 32,000 |
| **TOTAL SOURCES** | **-** | **-** | **32,000** | **-** | **-** | **-** | **-** | **-** | **32,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Vehicles | - | - | 32,000 | - | - | - | - | - | 32,000 |
| **TOTAL USES** | **-** | **-** | **32,000** | **-** | **-** | **-** | **-** | **-** | **32,000** |

**Leisure Services** Dept Priority

# System-Wide Strategic Plan (New) 7 of 13

AI, General Project Timeline: FY19 - FY19

**Project Description**

This project provides for development of a system-wide strategic plan for the Leisure Services Department. This plan will provide a calculated guide to maximize the impact of future program and facility development by aligning it to community needs. This plan will include a community needs assessment incorporating public input, industry trends analysis, and community assessment then cross-reference this with a detailed inventory and condition assessment of current facilities and programs to create a summary document which will identify and prioritize service redundancies, gaps, and opportunities to guide future operational and capital investments for the Leisure Services Department.

**Project Justification**

This project was called for in recommendations 19, 20, 21 & 22 in the Mayor and Commission's 2017 Performance Audit of the Leisure Services Department, and is critical to maximize the effect of our infrastructure planning and program development. An adopted strategic plan is also a minimum requirement for national accreditation as a parks and recreation agency demonstrating the importance of a strategic plan as foundational to a leisure organization.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0773

| | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** | **FY24-28** | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | 40,000 | - | - | - | - | - | 40,000 |
| **TOTAL SOURCES** | **-** | **-** | **40,000** | **-** | **-** | **-** | **-** | **-** | **40,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Other | - | - | 40,000 | - | - | - | - | - | 40,000 |
| **TOTAL USES** | **-** | **-** | **40,000** | **-** | **-** | **-** | **-** | **-** | **40,000** |

**Leisure Services** Dept Priority

# Ben Burton Park Repairs and Renovations 8 of 13

AI, Facilities Project Timeline: FY20 - FY26

**Project Description**

This project provides for execution of the Mayor and Commission approved master plan for Ben Burton Park located off of Mitchell Bridge Road within western Clarke County. The project will involve development phases beginning in FY21 with a reconfiguration of the entrance and parking areas to provide enhanced safety and visibility. The subsequent phases will include the installation of the following site amenities: restrooms; picnic pavilion; playground; and dog park facilities. The FY20 project funding will address the initiation of design and engineering services.

**Project Justification**

Currently, Ben Burton Park is the sole operating park on the west side of Athens and has low public utilization because it is highly undeveloped and lacks core amenities. Implementation of the master plan will greatly enhance the limited recreational opportunities and services presently available to the citizens within western Clarke County. Infrastructure improvements will also help generate revenue through rental, festival, and special event activities. In addition, the project will rectify existing design deficiencies relative to ADA compliance, storm water runoff, and erosion.

**Impact on Annual Operating Expenses**

Operating: $26.0K per year NOTE: Estimated revenue of approximately $4.0K per year

**Financial Plan** Project ID: N/A

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | - | 73,800 | 100,000 | 100,000 | 100,000 | 1,850,000 | 2,223,800 |
| **TOTAL SOURCES** | **-** | **-** | **-** | **73,800** | **100,000** | **100,000** | **100,000** | **1,850,000** | **2,223,800** |
| **USES** | | | | | | | | | |
| Capital - Other | - | - | - | 73,800 | 26,200 | - | - | - | 100,000 |
| Capital - Site Improvements | - | - | - | - | 73,800 | 100,000 | 100,000 | 1,850,000 | 2,123,800 |
| **TOTAL USES** | **-** | **-** | **-** | **73,800** | **100,000** | **100,000** | **100,000** | **1,850,000** | **2,223,800** |

**Leisure Services** Dept Priority

# Create a Property Boundary Program 9 of 13

CS, General Project Timeline: FY18 - FY26

**Project Description**

This project provides for surveying/permanently marking all property and updating/consolidating deeds for all 2,500+ acres owned by ACCUG and managed by the Leisure Services Department. Project completion will establish boundary lines for the integration of property restrictions into the GIS planning database and will provide critical data for park planning and development. This project will be phased over multiple years by systematically addressing the property boundaries.

**Project Justification**

Properties comprising the Leisure Services system encompass more than 50 miles of boundaries. Development along park boundaries has created issues ranging from direct property encroachment to the creation of unofficial or illegal access points. Unmarked property boundaries hamper assessment and response to boundary related issues. Further complicating matters, ongoing incremental property acquisition as part of park and greenway expansion has led to some sites being comprised of upwards of 20 parcels which need to be combined. This program will allow for better land management and provide accurate base data for park planning and development.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0741

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | 50,000 | - | - | - | 50,000 | 50,000 | 100,000 | 200,000 |
| **TOTAL SOURCES** | **-** | **50,000** | **-** | **-** | **-** | **50,000** | **50,000** | **100,000** | **200,000** |
| **USES** | | | | | | | | | |
| Capital - Other | - | 50,000 | - | - | - | 50,000 | 50,000 | 100,000 | 200,000 |
| **TOTAL USES** | **-** | **50,000** | **-** | **-** | **-** | **50,000** | **50,000** | **100,000** | **200,000** |

**Leisure Services** Dept Priority

# Bishop Park Renovations 10 of 13

AI, Facilities Project Timeline: FY24 - FY26

**Project Description**

This project provides for implementation of the Bishop Park master plan. The project will involve: construction of a new recreation facility; replacement of the non-code compliant restroom building and picnic shelter; redesign of parking lot areas; and improvements to aged water, sewer, and storm water infrastructure. The new recreation facility will provide increased space for: gymnastics programming; rentable multi-purpose programming; administrative offices; and an attached pavilion to support the provision of large scale events such as the Athens Farmer's Market.

**Project Justification**

The majority of the buildings at Bishop Park date from the 1970's and do not meet modern code requirements, programmatic use/space demands or ADA compliance. This project will provide funding to: address code, ADA, and safety compliance issues; provide public restroom access; increase program, event, and park capacity; modernize water/sewer infrastructure; and replace and expand multiple 40+ year old structures. This park experiences the highest degree of patron utilization within the Leisure Services system and is highly regarded and strongly enjoyed by the general public.

**Impact on Annual Operating Expenses**

Operating: $100.0K per year

**Financial Plan** Project ID: N/A

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | - | - | - | - | - | 25,500,000 | 25,500,000 |
| **TOTAL SOURCES** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **25,500,000** | **25,500,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Const. | - | - | - | - | - | - | - | 14,500,000 | 14,500,000 |
| Capital - Infrastructure | - | - | - | - | - | - | - | 1,500,000 | 1,500,000 |
| Capital - Other | - | - | - | - | - | - | - | 1,500,000 | 1,500,000 |
| Capital - Site Improvements | - | - | - | - | - | - | - | 8,000,000 | 8,000,000 |
| **TOTAL USES** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **25,500,000** | **25,500,000** |

**Leisure Services** Dept Priority

# Memorial Park Renovations 11 of 13

AI, Facilities Project Timeline: FY24 - FY26

**Project Description**

This project provides for replacement of failing, overburdened, and in some areas, non-existent water and sewer infrastructure throughout Memorial Park, thereby reducing service requirements and increasing facility availability for patrons. This project will execute the redesign and reconstruction of several key park features to include circulation drives, parking areas, the dog park, and walking paths to address significant erosion and storm water control issues.

**Project Justification**

Water line breaks, electrical failures, and clogged sewer lines have consistently had negative impacts on patron services such as restroom availability. The installation of new sewer lines in the Zoo will correct disposal practices that are not environmentally friendly. Inadequate storm water controls create major erosion issues which have recently led to facility closures and significant damage to playground and picnic shelter amenities. This project will provide funding to improve patron accessibility, park sustainability, and maintenance efficiency by reducing current reactive emergency maintenance requirements.

**Impact on Annual Operating Expenses**

Operating: $10.0K per year

**Financial Plan** Project ID: N/A

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | - | - | - | - | - | 10,850,000 | 10,850,000 |
| SPLOST 2011 Cap Proj Fund | - | - | - | - | - | - | - | - | - |
| **TOTAL SOURCES** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **10,850,000** | **10,850,000** |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | - | - | - | - | - | - | - | 500,000 | 500,000 |
| Capital - Other | - | - | - | - | - | - | - | 350,000 | 350,000 |
| Capital - Site Improvements | - | - | - | - | - | - | - | 10,000,000 | 10,000,000 |
| **TOTAL USES** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **10,850,000** | **10,850,000** |

**Leisure Services** Dept Priority

# Improve Bear Hollow Zoo Exhibits & Visitor Amenities 12 of 13

AI, Facilities Project Timeline: FY24 - FY26

**Project Description**

This project provides for addressing failing infrastructure and safety issues within the Zoo, as well as non-compliance with standards of the United States Department of Agriculture (USDA), American Zoo Association (AZA) and Americans with Disabilities Act (ADA). The project includes: the creation of a Zoo site master plan; construction of a visitor entry and restroom facility; creation of a gray-water system; reconstruction of pedestrian walking paths; upgrades to animal exhibits; and fence replacements for the entire park perimeter, animal enclosures, and the reptile house.

**Project Justification**

The existing Zoo fails to meet national standards for safety and access including USDA standards for animal safety and care, AZA standards for perimeter fence security, and ADA standards for access. Continued non-compliance with USDA and AZA standards will reduce access to regulated animals. A master plan will provide for the long-term viability of the site while improvements are needed to enhance the safety and care of the animals, to reduce the risk of animal escape, and to provide universal public access to this unique facility.

**Impact on Annual Operating Expenses**

Operating: $10.0K per year

**Financial Plan** Project ID: N/A

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | - | - | - | - | - | 2,750,000 | 2,750,000 |
| **TOTAL SOURCES** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **2,750,000** | **2,750,000** |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | - | - | - | - | - | - | - | 500,000 | 500,000 |
| Capital - Other | - | - | - | - | - | - | - | 250,000 | 250,000 |
| Capital - Site Improvements | - | - | - | - | - | - | - | 2,000,000 | 2,000,000 |
| **TOTAL USES** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **2,750,000** | **2,750,000** |

**Leisure Services** Dept Priority

# Dudley Park Improvements 13 of 13

AI, Facilities Project Timeline: FY18 - FY26

**Project Description**

This project provides for the development of Dudley Park, a 28-acre park located adjacent to downtown. SPLOST 2011 Project #17 provides initial funding for this work beginning in Tier 7 (FY18). The SPLOST project will begin with a master plan review and development of a priority list for development of this park. Development may include: picnic shelter(s); river overlooks; restrooms; an amphitheater; a playground; and additional parking. The CIP funding requested here will augment the limited SPLOST funds to allow for more complete development of this centrally located riverside park.

**Project Justification**

Dudley Park's proximity to downtown coupled with the beautiful, general park setting makes it a special draw to the many people who visit this part of the county. While Dudley Park has served as a passive park with limited utilization for many years, implementation of the park improvement plan will maximize the significant untapped potential and utilization of this park environment. These infrastructure improvements will also create the potential for revenue generation through rental, festival, and special event activities.

**Impact on Annual Operating Expenses**

Operating: $56.0K per year NOTE: Estimated revenue of approximately $20.0K per year

**Financial Plan** Project ID: c0621

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | - | - | - | - | - | 850,000 | 850,000 |
| SPLOST 2011 Cap Proj Fund | - | 485,000 | 485,000 | - | - | - | - | - | 485,000 |
| **TOTAL SOURCES** | **-** | **485,000** | **485,000** | **-** | **-** | **-** | **-** | **850,000** | **1,335,000** |
| **USES** | | | | | | | | | |
| Capital - Other | - | 50,000 | - | - | - | - | - | - | - |
| Capital - Site Improvements | - | 435,000 | 485,000 | - | - | - | - | 850,000 | 1,335,000 |
| **TOTAL USES** | **-** | **485,000** | **485,000** | **-** | **-** | **-** | **-** | **850,000** | **1,335,000** |

**Manager's Office** Dept Priority

# Website & eGovernment Enhancements 1 of 4

CS, Equipment Project Timeline: FY17 - Ongoing

**Project Description**

This project will maintain services and equipment and provide new services and equipment related to the Athens-Clarke County website and associated eGovernment initiatives.

**Project Justification**

In 2016, the Athens-Clarke County website design was refreshed using the existing content management system. The Public Information Office (PIO) manages the website and trains departmental staff on use of the site. Project funds support system upgrades, support, and improvements, as well as eventual redesign costs that are necessary generally every five years. This project is designed to provide long term funding for eGovernment enhancements to the website and other identified online initiatives, including a resident problem-reporting tool. The website is a key outlet for primary source information about the Unified Government. Residents have identified the website in the National Citizen Survey as a primary source of information. In FY17, athensclarkecounty.com had 1.8 million visitors, 4.1 million page views, and 732,000 downloads.

**Impact on Annual Operating Expenses**

None. However, the hiring of a new Media Analyst (TV/Video) in FY17 allows the Media Analyst (Web/Graphics) to focus more fully on website and eGovernment initiatives currently and potentially funded by this project.

**Financial Plan** Project ID: c0707

| | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** | **FY24-28** | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 54,830 | 30,000 | 10,000 | 55,000 | 56,000 | 57,000 | 57,000 | 300,000 | 535,000 |
| **TOTAL SOURCES** | **54,830** | **30,000** | **10,000** | **55,000** | **56,000** | **57,000** | **57,000** | **300,000** | **535,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 54,830 | 30,000 | 10,000 | 55,000 | 56,000 | 57,000 | 57,000 | 300,000 | 535,000 |
| **TOTAL USES** | **54,830** | **30,000** | **10,000** | **55,000** | **56,000** | **57,000** | **57,000** | **300,000** | **535,000** |

**Manager's Office** Dept Priority

# ACTV & Multimedia Production Equipment 2 of 4

CS, Equipment Project Timeline: FY19 - Ongoing

**Project Description**

This project provides funding for lifecycle replacements, new equipment, and upgrades to equipment related to the operation of the ACTV government access channel, live meeting coverage, and multimedia production for ACTV and other outlets.

**Project Justification**

In 1995, the cable local franchise agreement with the Unified Government provided initial funding for equipment related to a government access channel that launched in 2000. Charter Communications continued this funding through a variety of sources until obtaining a statewide franchise. Soon after, their financial contribution for ACTV channel operation ceased. The available funds were substantially decreased after FY17 upgrades to the ACTV bulletin board, ACTV production studio, ACTV production equipment, and Commission Chamber audio. This project is designed to provide continued lifecycle maintenance and equipment updates for video production and distribution.

**Impact on Annual Operating Expenses**

None. However, the new Media Analyst (TV/Video) position approved in FY17 allows us to more fully utilize and expand the equipment's use and decrease expenditures by other departments for video and multimedia projects.

**Financial Plan** Project ID: c0084

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | 20,000 | 50,000 | 63,000 | - | - | 63,000 | 196,000 |
| **TOTAL SOURCES** | **-** | **-** | **20,000** | **50,000** | **63,000** | **-** | **-** | **63,000** | **196,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | - | - | 20,000 | 50,000 | 63,000 | - | | 63,000 | 196,000 |
| **TOTAL USES** | **-** | **-** | **20,000** | **50,000** | **63,000** | **-** | **-** | **63,000** | **196,000** |

**Manager's Office** Dept Priority

# Digital Signage Displays in Athens Transit System Buses 3 of 4

AI, Equipment Project Timeline: FY18 - Ongoing

**Project Description**

This initiative is designed to incorporate digital display monitors in Athens Transit Buses to display bulletin board information and video content produced by the PIO and other sources specifically formatted for The Bus' system. The Bus provides over 1.7 million rides to passengers across the geographic and demographic spectrum, a valuable opportunity for reaching a wide range of citizens with information about the Unified Government. Working closely with Athens Transit, the PIO may be able to have some or all ongoing costs offset with revenues from electronic in-bus advertising if policies are amended.

**Project Justification**

The PIO is continually looking to expand its reach to all segments of the community in efficient and effective ways. One of these ways includes expanding video and bulletin board information opportunities through places where people gather such as customer service lines or waiting areas in Unified Government facilities. The Bus transports 1.7 million riders annually from all segments of the community. Digital display monitors on the buses would provide an efficient way to convey information to many people who may otherwise not learn about some of the Unified Government's programs, events, and services.

**Impact on Annual Operating Expenses**

This project is not anticipated to have any significant impact on annual operating expenses. Some revenue may be possible if The Bus' advertising policy is changed to allow digital advertising that could be inserted among other programming. However, the CIP request does not include adjustments for this possibility at this time.

**Financial Plan** Project ID: New

| | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** | **FY24-28** | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | - | 20,000 | 20,000 | 20,000 | 20,000 | 175,000 | 255,000 |
| **TOTAL SOURCES** | **-** | **-** | **-** | **20,000** | **20,000** | **20,000** | **20,000** | **175,000** | **255,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | - | - | - | 20,000 | 20,000 | 20,000 | 20,000 | 175,000 | 255,000 |
| **TOTAL USES** | **-** | **-** | **-** | **20,000** | **20,000** | **20,000** | **20,000** | **175,000** | **255,000** |

**Manager's Office** Dept Priority

# Branding Initiative for the Unified Government (New) 4 of 4

AI, Marketing Project Timeline: FY19 - FY19

**Project Description**

This branding initiative is designed to begin to help the Unified Government create a unified brand and associated collateral statements, logos, guidelines, and policies. It would also help determine timelines for incorporating the new brand and future budget requests, and implementation. This initiative would provide a cohesive vision used across all segments of the Unified Government as they engage with citizens and other organizations. It is not necessarily designed as a community branding effort for economic development efforts to market Athens-Clarke County outside of the community for economic and visitor prospects, although those interacting with the Unified Government would be aware of the new brand.

**Project Justification**

The Unified Government has not undertaken its own branding initiative since Unification. Departments have developed their own logos and collateral materials of varying degrees of quality over the years. Throughout ACCUG, various versions and permutations of branding materials are used by departments with no cohesive message, strategy, design, or look and feel. While the Unified Government has consolidated websites and social media to provide a more central level of oversight, the same has not been done with branding. As long-term projects are undertaken, having a unifying sense of the Unified Government's brand and look and feel is important to convey to citizens and organizations and provide the ability for the PIO to enforce standards.

**Impact on Annual Operating Expenses**

Collateral material production will ultimately need to be funded. However, some of this is expected to come from replacement funding. Other annual needs and a plan would be developed as a part of this initiative.

**Financial Plan** Project ID: c0774

| | **FY17** *End. Bal.* | **FY18** *Budget* | **FY19** *Approved* | **FY20** *Proposed* | **FY21** *Proposed* | **FY22** *Proposed* | **FY23** *Proposed* | **FY24-28** *Proposed* | **Total** *Proposed* |
|---|---|---|---|---|---|---|---|---|---|
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | 25,000 | - | - | - | - | - | 25,000 |
| **TOTAL SOURCES** | **-** | **-** | **25,000** | **-** | **-** | **-** | **-** | **-** | **25,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Other | - | - | 25,000 | - | - | - | - | - | 25,000 |
| **TOTAL USES** | **-** | **-** | **25,000** | **-** | **-** | **-** | **-** | **-** | **25,000** |

**Manager's Office** Dept Priority

# Update GIS Pictometry Data 1 of 2

CS, General Project Timeline: Ongoing - Ongoing

**Project Description**

Funds to develop a database of digital oblique aerial photos that would be incorporated into the existing GIS and updated every three years, at a cost of approximately $90,000 per update.

**Project Justification**

As part of the ongoing development of a comprehensive GIS for Athens-Clarke County, the Planning Department has incorporated a Pictometry system with the existing data. Pictometry is based on digital oblique aerial photos that, when combined with standard aerial photography and orthorectified, makes it possible to view all sides of vertical features in the landscape and built environment. This data is also scaled so that these vertical features can be analyzed with the same relative accuracy as features viewed only in traditional plan-view photos. In order to maintain the accuracy of the data, it is recommended that the aerial data used for the Pictometry system be updated biannually. Like all data managed using GIS, the Pictometry information will benefit all departments of the Athens-Clarke County government and the general public.

**Impact on Annual Operating Expenses**

**Financial Plan** Project ID: c0427

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 71,511 | 18,500 | - | - | - | - | | 135,000 | 135,000 |
| **TOTAL SOURCES** | **71,511** | **18,500** | **-** | **-** | **-** | **-** | **-** | **135,000** | **135,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 71,511 | 18,500 | - | - | - | - | | 135,000 | 135,000 |
| **TOTAL USES** | **71,511** | **18,500** | **-** | **-** | **-** | **-** | **-** | **135,000** | **135,000** |

**Manager's Office** Dept Priority

# GIS System Enhancements 2 of 2

AI, General Project Timeline: FY18 - Ongoing

**Project Description**

Establish an Enterprise Geographical Information System (EGIS) for ACCUG. An EGIS is a geographic information system that is integrated throughout an entire organization so that a large number of users can manage, share, and use spatial data and related information to address a variety of needs, including data creating, modification, visualization, analysis, and dissemination. The project involves creating an enterprise GIS governance structure; migrating existing data and databases to an enterprise Local Government Information Model (LGIM); developing standards, procedures and workflows; educating and training departments new to GIS as well as growing ACCUG's in-house GIS expertise; and ensuring that infrastructure will continue to support the enterprise.

**Project Justification**

In 2015, ACCUG hired Geographic Technologies Group (GTG) to complete a departmental GIS needs assessment and to develop a five (5) year GIS Strategic Implementation Plan. One of the priority goals and objectives stated in the plan was the need for ACCUG to move from a decentralized departmental GIS to a more enterprise GIS. An enterprise GIS will support all spatial business processes and enhance communication across the organization, provide rapid access to up-to-date, accurate geographic information, and reduce data redundancy among city staff and departments. In addition, it will provide additional capability for external communications to customers and stakeholders and opens new avenues of communication with citizens.

**Impact on Annual Operating Expenses**

**Financial Plan** Project ID: c0723

| | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** | **FY24-28** | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 174,202 | 25,000 | - | 10,000 | - | - | | - | 10,000 |
| **TOTAL SOURCES** | **174,202** | **25,000** | **-** | **10,000** | **-** | **-** | **-** | **-** | **10,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 174,202 | 25,000 | - | 10,000 | - | - | | - | 10,000 |
| **TOTAL USES** | **174,202** | **25,000** | **-** | **10,000** | **-** | **-** | **-** | **-** | **10,000** |

**Manager's Office** Dept Priority

# Solar Energy Program (New) 2 of 2

AI, Facilities Project Timeline: FY21 - Ongoing

**Project Description**

This project will install solar energy systems at Athens-Clarke County (ACC) facilities in order to: (1) decrease the environmental impacts of the energy we use, (2) decrease the ongoing costs associated with facility energy bills, and (3) provide opportunities for local jobs by supporting domestic energy production instead of using out-of-state fuel sources.

**Project Justification**

Over the last decade, ACC facility energy use has increase by more than $1.2 million/year while annually adding an additional 32,500 tons of CO2 to the atmosphere. During this time, facility energy price inflation has outpaced Athens-Clarke County budget growth, and as a result, fewer dollars are available for public safety, infrastructure, and economic development as we commit more funding to pay our utility bills. This capital project will systematically deploy solar energy systems at ACC facilities starting with those that offer the highest financial returns first. The Sustainability Office will work to use these funds as grant matching money in order to leverage our investment and returns. This project supports a 2016 Mayor and Commission resolution to increase the amount of renewable energy used at ACC facilities.

**Impact on Annual Operating Expenses**

At today's rates, each dollar spent on solar energy results in a decrease of 5% annual savings on utility bills. This return continues to improve as utility rates increase and solar energy system prices decrease.

**Financial Plan** Project ID: New

| | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** | **FY24-28** | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | - | - | 40,000 | 40,000 | 50,000 | 320,000 | 450,000 |
| **TOTAL SOURCES** | **-** | **-** | **-** | **-** | **40,000** | **40,000** | **50,000** | **320,000** | **450,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Const. | - | - | - | - | 40,000 | 40,000 | 50,000 | 320,000 | 450,000 |
| **TOTAL USES** | **-** | **-** | **-** | **-** | **40,000** | **40,000** | **50,000** | **320,000** | **450,000** |

**Other General Administration** Dept Priority

# Public Art Program 1 of 3

AI, Facilities Project Timeline: FY12 - Ongoing

**Project Description**

Funds for this project will be used for the design, fabrication, installation, maintenance and implementation of community public art projects recommended by the Athens Cultural Affairs Commission and Proposed by the Mayor and Commission purchase for placement in various locations around Athens-Clarke County. The project is funded through the allocation of the equivalent of one percent of General Fund funding for Proposed capital projects, excluding land and equipment purchases.

**Project Justification**

This project is carried out in accordance with Chapter 1-25, "Athens Cultural Affairs Commission", of the Athens-Clarke County Code of Ordinances. Specific art projects are chosen in conjunction with the Athens Cultural Affairs Commission.

**Impact on Annual Operating Expenses**

**Financial Plan** Project ID: c0625

| | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** | **FY24-28** | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 66,400 | 25,000 | 15,000 | 20,000 | 20,000 | 20,000 | | 100,000 | 175,000 |
| SPLOST 2011 Cap Proj Fund | 330,942 | 66,700 | 66,600 | 66,600 | - | - | | - | 133,200 |
| **TOTAL SOURCES** | **397,342** | **91,700** | **81,600** | **86,600** | **20,000** | **20,000** | **-** | **100,000** | **308,200** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 397,342 | 91,700 | 81,600 | 86,600 | 20,000 | 20,000 | | 100,000 | 308,200 |
| **TOTAL USES** | **397,342** | **91,700** | **81,600** | **86,600** | **20,000** | **20,000** | **-** | **100,000** | **308,200** |

**Other General Administration** Dept Priority

# Economic Development Capital Program 2 of 3

AI, General Project Timeline: Ongoing - Ongoing

**Project Description**

The purpose of this project is to provide a readily available funded program to pay for the site improvements and related expenditures for new industry location and existing industry expansion in Athens-Clarke County. Location is to be determined based upon industrial development opportunities.

**Project Justification**

This project will fund and assist with the implementation of an element of the government's economic development policy, as directed by the Mayor and Commission.

**Impact on Annual Operating Expenses**

**Financial Plan** Project ID: c0078

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Econ Dev Capital Fund | 733,100 | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 | 1,125,000 | 2,250,000 |
| **TOTAL SOURCES** | **733,100** | **225,000** | **225,000** | **225,000** | **225,000** | **225,000** | **225,000** | **1,125,000** | **2,250,000** |
| **USES** | | | | | | | | | |
| Capital - Other | 733,100 | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 | 1,125,000 | 2,250,000 |
| **TOTAL USES** | **733,100** | **225,000** | **225,000** | **225,000** | **225,000** | **225,000** | **225,000** | **1,125,000** | **2,250,000** |

**Other General Administration** Dept Priority

# Capital Budget Contingency 3 of 3

CS, General Project Timeline: Ongoing - Ongoing

**Project Description**

Capital Contingency is used to fund unanticipated capital expenses. Funds are transferred to other projects with the Manager and/or Mayor and Commission approval. No expenses are charged directly to this project.

**Project Justification**

All requests are reviewed by the Manager and based on funding parameters are then forwarded to the Mayor and Commission for either their information or approval.

**Impact on Annual Operating Expenses**

**Financial Plan** Project ID: c0124

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 776,119 | - | - | - | - | - | | 500,000 | 500,000 |
| **TOTAL SOURCES** | **776,119** | **-** | **-** | **-** | **-** | **-** | **-** | **500,000** | **500,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Other | 776,119 | - | - | - | - | - | | 500,000 | 500,000 |
| **TOTAL USES** | **776,119** | **-** | **-** | **-** | **-** | **-** | **-** | **500,000** | **500,000** |

**Planning & Zoning** Dept Priority

# Develop Comprehensive Plan Ten Year Update 1 of 3

AI, General Project Timeline: Ongoing - Ongoing

**Project Description**

This project will update the Comprehensive Plan for Athens-Clarke County. The current Comprehensive Plan update was Proposed in June 2008. Monies associated with this project will fund work by staff to complete the required 10-year major update due in 2018.

**Project Justification**

Georgia State Law requires that Comprehensive Plans be updated every five years. The Planning Department completed a major update in June 2008. The FY18 request covers the cost of providing the required major update due June 2018. A state-mandated 5-year minor update will need additional funding in FY23. Anticipating the future 10-year major update, staff has indicated the possibility of a consultant-lead effort, which is noted in FY28.

**Impact on Annual Operating Expenses**

**Financial Plan** Project ID: c0529

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | 50,000 | - | - | - | - | 20,000 | 200,000 | 220,000 |
| **TOTAL SOURCES** | **-** | **50,000** | **-** | **-** | **-** | **-** | **20,000** | **200,000** | **220,000** |
| **USES** | | | | | | | | | |
| Capital - Other | - | 50,000 | - | - | - | - | 20,000 | 200,000 | 220,000 |
| **TOTAL USES** | **-** | **50,000** | **-** | **-** | **-** | **-** | **20,000** | **200,000** | **220,000** |

**Planning & Zoning** Dept Priority

# Update Aerial Photos 2 of 3

CS, General Project Timeline: Ongoing - Ongoing

**Project Description**

Acquisition of new aerial photography and planimetric data for Athens-Clarke County's Geographical Information System (GIS) Base Map.

**Project Justification**

Past policy has been to have new aerial photography produced every five years with new planimetric data (roads, building footprints, utilities, etc.) and topographic data (two foot contours) created every ten years. Maintenance of this data provides the County's GIS with the most current and accurate information available. New aerial photography was flown in January, 2013. The next scheduled update of photographic, planimetric, and topographic data will be in FY18 (January/February 2018 Anticipated Flight). In keeping with past policy (every 5-years), staff has also requested FY23 funding, as well as FY28 funding for the same anticipated amounts.

**Impact on Annual Operating Expenses**

**Financial Plan** Project ID: c0350

| | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** | **FY24-28** | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | 30,000 | - | - | - | - | 150,000 | 150,000 | 300,000 |
| **TOTAL SOURCES** | **-** | **30,000** | **-** | **-** | **-** | **-** | **150,000** | **150,000** | **300,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Other | - | 30,000 | - | - | - | - | 150,000 | 150,000 | 300,000 |
| **TOTAL USES** | **-** | **30,000** | **-** | **-** | **-** | **-** | **150,000** | **150,000** | **300,000** |

**Planning & Zoning** Dept Priority

# LUCA Project (New) 3 of 3

AI, General Project Timeline: FY19 - FY19

**Project Description**

The LUCA (Local Update of Census Addresses) is done in conjunction with the DCA(Georgia Department of Community Affairs) and the United States Census in preparation for the 2020 National Census. Participation ensures the community is accurately accounted for by reviewing local addresses prior to conducting the census survey.

**Project Justification**

The LUCA project is in the preliminary stages, with informational packets having been received the local municipalities this calendar year, and a project start in the beginning of calendar year 2019. Training will take place first, following by implementation of the LUCA review. The NEGRC (Northeast Georgia Regional Commission) is expected to assist in this analysis; however, whether this includes financial aid to the local government has yet to be determined. Staff is taking a conservative route in the event that no external funding becomes available for use to help pay for any equipment (computer), materials (printing, marketing, fuel), and temporary personnel (interns) that may be needed to complete the task. This is anticipated to be a one-time capital cost that may be covered by anticipated surplus funds from the Comprehensive Plan Ten-Year Update project. Cooperation with the University of Georgia will be necessary, while participation with the Cities of Bogart and Winterville has yet to be finalized.

**Impact on Annual Operating Expenses**

N/A

**Financial Plan** Project ID: c0775

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | 20,000 | - | - | - | - | - | 20,000 |
| **TOTAL SOURCES** | **-** | **-** | **20,000** | **-** | **-** | **-** | **-** | **-** | **20,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Other | - | - | 20,000 | - | - | - | - | - | 20,000 |
| **TOTAL USES** | **-** | **-** | **20,000** | **-** | **-** | **-** | **-** | **-** | **20,000** |

**Police** Dept Priority

# Vehicles for COPS Grant Officers (12) (New) 1 of 11

AI, Equipment Project Timeline: FY19 - Ongoing

**Project Description**

On November 20, 2017, the ACCPD was informed that a grant award was available from the U.S. Department of Justice in support of hiring 12 additional police officers. This project seeks to provide each of the new officers with the requisite vehicles necessary to perform their tasks, inclusive of (unit price): vehicles ($30,000) and in-car readers & docks ($3,500)

**Project Justification**

With the authorization of 12 additional officers, equipment must be provided so the new hires can perform their requisite tasks. As each of the new officers are to be assigned to patrol operations, they must be provided with the standard equipment issued to such officers, inclusive of: vehicle and in-car reader & dock. The sharing of equipment is not advised, while the department does not currently maintain assets which could similarly address the equipment needs.

**Impact on Annual Operating Expenses**

With the addition of 12 on-officer cameras, additional vehicles will necessitate the payment of additional insurance, corrective & preventative maintenance, and fuel expenses. The proposed vehicles would also be subject to a replacement cycle, proposed to be no more than five years.

**Financial Plan** Project ID: c0776

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | 201,000 | - | - | - | - | - | 201,000 |
| **TOTAL SOURCES** | **-** | **-** | **201,000** | **-** | **-** | **-** | **-** | **-** | **201,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Vehicles | - | - | 180,000 | - | - | - | - | - | 180,000 |
| Capital - Machinery & Equip | - | - | 21,000 | - | - | - | - | - | 21,000 |
| **TOTAL USES** | **-** | **-** | **201,000** | **-** | **-** | **-** | **-** | **-** | **201,000** |

**Police** Dept Priority

# Equipment for COPS Grant Officers (12) (New) 2 of 11

AI, Equipment Project Timeline: FY19 - Ongoing

**Project Description**

On November 20, 2017, the ACCPD was informed that a grant award was available from the U.S. Department of Justice in support of hiring 12 additional police officers. This project seeks to provide each of the new officers with the requisite equipment necessary to perform their tasks, inclusive of (unit price): CEDs ($1,392), mobile computers ($4,025), on-officer cameras ($1,600), and radios ($3,500). Of note, uniform clothing items ($2,300) are incorporated within the ACCPD's operating budget request.

**Project Justification**

With the authorization of 12 additional officers, equipment must be provided so the new hires can perform their requisite tasks. As each of the new officers are to be assigned to patrol operations, they must be provided with the standard equipment issued to such officers, inclusive of: CED, mobile computer, on-officer camera, and radio. The sharing of equipment is not advised, while the department does not currently maintain assets which could similarly address the equipment needs.

**Impact on Annual Operating Expenses**

With the addition of 12 on-officer cameras, recurring operating costs will entail camera replacement fees, licenses, and data storage.

**Financial Plan** Project ID: c0777

| | FY17 *End. Bal.* | FY18 *Budget* | FY19 *Approved* | FY20 *Proposed* | FY21 *Proposed* | FY22 *Proposed* | FY23 *Proposed* | FY24-28 *Proposed* | Total *Proposed* |
|---|---|---|---|---|---|---|---|---|---|
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | 126,200 | 8,200 | 8,200 | 8,200 | 8,200 | 41,000 | 200,000 |
| **TOTAL SOURCES** | **-** | **-** | **126,200** | **8,200** | **8,200** | **8,200** | **8,200** | **41,000** | **200,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | - | - | 107,000 | - | - | - | - | - | 107,000 |
| Capital - Other | - | - | 19,200 | 8,200 | 8,200 | 8,200 | 8,200 | 41,000 | 93,000 |
| **TOTAL USES** | **-** | **-** | **126,200** | **8,200** | **8,200** | **8,200** | **8,200** | **41,000** | **200,000** |

**Police** Dept Priority

# Assigned Vehicle Program (AVP): 25 Additional Vehicles 3 of 11

AI, Vehicles Project Timeline: FY19 - Ongoing

**Project Description**

To allow for full implementation of the assigned vehicle program, an additional twenty-five (25) patrol vehicles will need to be purchased and added to the department's current vehicle authorization. ACCPD vehicles also need to be subject to a fully-funded, five year replacement cycle to ensure safe operation and mitigate corrective maintenance costs.

**Project Justification**

Full implementation of an assigned vehicle program is requisite for the department to remain consistent with law enforcement best practices. An assigned vehicle program allows for a greater degree of accountability, reduces wear on vehicles as they are not constantly on the road, while it provides an increased visibility within the community as officers are afforded an opportunity to take such vehicles to their place of residence. Current estimate: $25,000 for police sedan and $5,000 for lights, equipment, and set-up.

**Impact on Annual Operating Expenses**

Additional vehicles would necessitate the payment of additional insurance, corrective & preventative maintenance, and fuel. The proposed vehicles would also be subject to a replacement cycle, proposed to be no more than five years. This request seeks a standard replacement value of $6,000 per year for each vehicle in operation.

**Financial Plan** Project ID: New

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | - | - | - | - | - | 750,000 | 750,000 |
| **TOTAL SOURCES** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **750,000** | **750,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Vehicles | - | - | - | - | - | - | - | 750,000 | 750,000 |
| **TOTAL USES** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **750,000** | **750,000** |

**Police** Dept Priority

# Replace Investigative Operations Vehicles 4 of 11

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

Replacement funds for up to four (4) undercover vehicles for use by Criminal Investigations.

**Project Justification**

Familiarity with undercover vehicles can influence operational effectiveness and potentially endanger ACCPD personnel. Once identified, it is unlikely that suspects will engage in activity with the vehicles and may become hostile towards such vehicles and occupants. Investigative vehicles are traded-in each year so that they will be under warranty. This practice also limits potential vehicle repair costs.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0085

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 8,957 | 35,000 | 25,000 | 35,000 | 35,000 | 35,000 | 35,000 | 175,000 | 340,000 |
| **TOTAL SOURCES** | **8,957** | **35,000** | **25,000** | **35,000** | **35,000** | **35,000** | **35,000** | **175,000** | **340,000** |
| **USES** | | | | | | | | | |
| Capital - Vehicles | 8,957 | 35,000 | 25,000 | 35,000 | 35,000 | 35,000 | 35,000 | 175,000 | 340,000 |
| **TOTAL USES** | **8,957** | **35,000** | **25,000** | **35,000** | **35,000** | **35,000** | **35,000** | **175,000** | **340,000** |

**Police** Dept Priority

# Traffic Motorcycle Replacement 5 of 11

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

Replacement of Traffic Section motorcycles that are used for traffic safety programs, enforcement of traffic statutes, and accident investigations. The traffic section has ten (10) motorcycles of various model years. These motorcycles are used daily (weather permitting). The officers routinely use radar, monitor red-lights, perform speed zone enforcement in school zones, and other duties associated with traffic enforcement. This project seeks to provide funds for the maintenance of such motorcycle assets with the provision of necessary funds for the replacement of two (2) new police motorcycles per year, allowing for a five (5) year rotation of the motorcycle fleet.

**Project Justification**

The Harley-Davidson Company/Cycle World of Athens had provided law enforcement agencies with new motorcycles on an annual basis for $1 as part of a specialized lease program. This program was terminated by the company in 2007. The department is in need of a life cycle replacement program and funds for the maintenance of the traffic motorcycles. The current total price for a new Harley-Davidson police motorcycle (fully equipped) is approximately $16,000. Additionally, it is estimated that it will take approximately $6,500 to fully equip each new police motorcycle in FY19.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0600

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 47,857 | 38,000 | - | 45,000 | 45,000 | 45,000 | 45,000 | 225,000 | 405,000 |
| **TOTAL SOURCES** | **47,857** | **38,000** | **-** | **45,000** | **45,000** | **45,000** | **45,000** | **225,000** | **405,000** |
| **USES** | | | | | | | | | |
| Capital - Vehicles | 47,857 | 38,000 | - | 45,000 | 45,000 | 45,000 | 45,000 | 225,000 | 405,000 |
| **TOTAL USES** | **47,857** | **38,000** | **-** | **45,000** | **45,000** | **45,000** | **45,000** | **225,000** | **405,000** |

**Police** Dept Priority

# Replace Drug Task Force Vehicles 6 of 11

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

Replacement funds for up to four (4) undercover vehicles for the Drug Task Force (DTF) and Investigative Operations.

**Project Justification**

Familiarity with undercover vehicles can influence operational effectiveness and potentially endanger ACCPD personnel once identified. It is unlikely that suspects will engage in activity with the vehicles and may become hostile towards such vehicles and occupants. DTF vehicles are traded-in each year so that they will be under warranty. This practice also limits potential vehicle repair costs.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0008

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 2,219 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 175,000 | 350,000 |
| **TOTAL SOURCES** | **2,219** | **35,000** | **35,000** | **35,000** | **35,000** | **35,000** | **35,000** | **175,000** | **350,000** |
| **USES** | | | | | | | | | |
| Capital - Vehicles | 2,219 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 175,000 | 350,000 |
| **TOTAL USES** | **2,219** | **35,000** | **35,000** | **35,000** | **35,000** | **35,000** | **35,000** | **175,000** | **350,000** |

**Police** Dept Priority

# Mobile Computing Replacement Program 7 of 11

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

To provide annual funding for future replacement of police mobile computers and related mounts, docks, and antennas in police vehicles. Funds for the replacement of mobile laptops and related equipment have been provided in the past from revenues generated by the Red Light Violation Program. Red Light Camera funds are inadequate to sustain the computer replacement cycle and must be supplemented with general fund resources. The initial purchase of 120 laptops was approved by the mayor and commission on April 01, 2008.

**Project Justification**

Mobile computers provide critical communications capabilities for police officers in the field to access the databases of the Computer Aided Dispatch (CAD) System and the Records Management System (RMS). The absence of such computers would have a chilling effect on operations. Officers would still have access to databases, yet would need to access such information at one of the precincts/substations lessening departmental efficiencies in the field. In addition, a viable replacement cycle must be maintained as to ensure operational needs are met, and to reduce the potential for excessive replacement expenses within any one year.

**Impact on Annual Operating Expenses**

Computer repair costs will continue to rise absent a clear replacement cycle. Successor systems may require additional equipment, peripheral devices, and/or mounts as to allow for full functionality of mobile computers to be enjoyed.

**Financial Plan** Project ID: c0559

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 5,683 | 75,000 | 170,000 | 195,000 | 195,000 | 195,000 | 195,000 | 975,000 | 1,925,000 |
| **TOTAL SOURCES** | **5,683** | **75,000** | **170,000** | **195,000** | **195,000** | **195,000** | **195,000** | **975,000** | **1,925,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 5,683 | 75,000 | 170,000 | 195,000 | 195,000 | 195,000 | 195,000 | 975,000 | 1,925,000 |
| **TOTAL USES** | **5,683** | **75,000** | **170,000** | **195,000** | **195,000** | **195,000** | **195,000** | **975,000** | **1,925,000** |

**Police** Dept Priority

# Maintenance of Downtown Safety Camera System 8 of 11

CS, Equipment Project Timeline: FY16 - Ongoing

**Project Description**

Since 2005, the Athens-Clarke County Police Department has operated a camera system within the Downtown District. Such cameras have added to the department's situational awareness, have allowed for video recordings in investigative actions, and have added to the general level of safety enjoyed by citizens and visitors to the district. The requested program funding seeks to allow for repair/maintenance of system components, and allow for all components to be integrated within a single criminal justice stakeholder framework.

**Project Justification**

The camera system allows for an increased level of situational awareness for ACCPD personnel, contributes to officer safety, and allows for investigators to review materials. Should a camera location need to be repaired/replaced/added, costs are approximately $5,000 per site (camera, mounts, connectivity). Each of the 29 camera sites needs to be placed on a 5 year replacement cycle, and a service & maintenance contract enacted for the totality of the system (estimated at $30,000 per year).

**Impact on Annual Operating Expenses**

Annual maintenance and equipment replacement costs will appreciate as the number and age of cameras increase.

**Financial Plan** Project ID: c0685

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | 59,000 | 59,000 | 59,000 | 59,000 | 59,000 | 295,000 | 590,000 |
| **TOTAL SOURCES** | **-** | **-** | **59,000** | **59,000** | **59,000** | **59,000** | **59,000** | **295,000** | **590,000** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | - | - | 59,000 | 59,000 | 59,000 | 59,000 | 59,000 | 295,000 | 590,000 |
| **TOTAL USES** | **-** | **-** | **59,000** | **59,000** | **59,000** | **59,000** | **59,000** | **295,000** | **590,000** |

**Police** Dept Priority

# Crisis Intervention Unit Vehicle 9 of 11

AI, Vehicles Project Timeline: FY19 - Ongoing

**Project Description**

With the development of the ACCPD Crisis Intervention Unit, at least one specialized vehicle is required to meet operational needs.

**Project Justification**

The Crisis Intervention Unit requires at least one specialized vehicles for employee transit to/from client meetings, and to help facilitate the movement of clients to respective service providers. The officers' work with mental health clients necessitates the use of non-patrol type vehicles to mitigate client anxiety.

**Impact on Annual Operating Expenses**

Additional vehicles would necessitate the payment of additional insurance, corrective & preventative maintenance, and fuel. The proposed vehicles would also be subject to a replacement cycle, proposed to be no more than five years.

**Financial Plan** Project ID: c0778

| | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** | **FY24-28** | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | 40,000 | - | - | - | - | 40,000 | 80,000 |
| **TOTAL SOURCES** | **-** | **-** | **40,000** | **-** | **-** | **-** | **-** | **40,000** | **80,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Vehicles | - | - | 40,000 | - | - | - | - | 40,000 | 80,000 |
| **TOTAL USES** | **-** | **-** | **40,000** | **-** | **-** | **-** | **-** | **40,000** | **80,000** |

**Police** Dept Priority

# E911 Digital Recording System Replacement Lifecycle 10 of 11

CS, Equipment Project Timeline: TBD - TBD

**Project Description**

The E911 Digital Recording System needs to have a set replacement cycle. The system allows for the recording of telephonic communications as required by law and best practices.

**Project Justification**

The ACCPD must record E911 Communications to meet its mandate. System components are in need of scheduled replacement due to wear, age, as well as the need to interface with future infrastructure improvements/capacities.

**Impact on Annual Operating Expenses**

Unknown at this time.

**Financial Plan** Project ID: New

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | - | - | - | - | | 100,000 | 100,000 |
| **TOTAL SOURCES** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **100,000** | **100,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | - | - | - | - | - | - | | 100,000 | 100,000 |
| **TOTAL USES** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **100,000** | **100,000** |

**Police** Dept Priority

# E911 Telephone System Replacement Plan 11 of 11

CS, Equipment Project Timeline: TBD - TBD

**Project Description**

This critical request is for the replacement of the 911 Communications Center operating core/platform. This equipment is required to log and process information on events related to emergency services calls and responses including Police, Fire, and EMS disciplines. The E911 telephone system is used 24/7/365 by personnel in the 911 Communications Center and must maintain continuous reliability and uptime.

**Project Justification**

This equipment is required for the incoming 911 and dispatch functions of the Central Communications Division.

**Impact on Annual Operating Expenses**

Impacts upon annual operating are not known at this time. Selection of a system will provide clarity as to potential operating impacts.

**Financial Plan** Project ID: New

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | - | - | - | - | | 850,000 | 850,000 |
| **TOTAL SOURCES** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **850,000** | **850,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | - | - | - | - | - | - | | 850,000 | 850,000 |
| **TOTAL USES** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **850,000** | **850,000** |

**Public Utilities** Dept Priority

# W&S Lines - Additions and Improvements 1 of 14

CS, Infrastructure Project Timeline: Ongoing - Ongoing

**Project Description**

In-house construction costs for capital project labor, equipment/vehicles and materials. Crews work out of the W&S construction office located at 1000 Alexander Street.

**Project Justification**

To provide annual funding for labor and materials cost associated with in-house construction projects to add and improve the water and sewer infrastructure.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0591

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Water & Sewer Const. Fund | | 1,400,200 | 918,200 | 936,000 | 955,000 | 975,000 | 994,500 | 5,260,000 | 10,038,700 |
| **TOTAL SOURCES** | **-** | **1,400,200** | **918,200** | **936,000** | **955,000** | **975,000** | **994,500** | **5,260,000** | **10,038,700** |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | | 1,400,200 | 918,200 | 936,000 | 955,000 | 975,000 | 994,500 | 5,260,000 | 10,038,700 |
| **TOTAL USES** | **-** | **1,400,200** | **918,200** | **936,000** | **955,000** | **975,000** | **994,500** | **5,260,000** | **10,038,700** |

**Public Utilities** Dept Priority

# Meter and Water/Sewer Stub Additions 2 of 14

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

In-house construction costs for capital project labor, equipment/vehicles and materials. Crews work out of the Meter Management office located at 1025 Alexander Street.

**Project Justification**

To provide annual funding for labor and materials cost associated with in-house construction and installation of water meters and water and sewer stub additions.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0589

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Water & Sewer Const. Fund | | 472,700 | 482,200 | 491,000 | 501,600 | 510,000 | 520,000 | 2,758,000 | 5,262,800 |
| **TOTAL SOURCES** | **-** | **472,700** | **482,200** | **491,000** | **501,600** | **510,000** | **520,000** | **2,758,000** | **5,262,800** |
| **USES** | | | | | | | | | |
| Other | | 472,700 | 482,200 | 491,800 | 501,600 | 510,000 | 520,000 | 2,758,000 | 5,263,600 |
| **TOTAL USES** | **-** | **472,700** | **482,200** | **491,800** | **501,600** | **510,000** | **520,000** | **2,758,000** | **5,263,600** |

**Public Utilities** Dept Priority

# Donated W&S Additions Management 3 of 14

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

In-house construction costs for capital project labor, equipment/vehicles and materials. Crews work out of the Engineering Management office located at 124 East Hancock Avenue.

**Project Justification**

To provide annual funding for labor and materials cost associated with management, inspection, and acceptance of donated additions to the water and sewer infrastructure.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0590

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Water & Sewer Const. Fund | | 213,800 | 218,000 | 224,000 | 226,800 | 230,000 | 234,600 | 1,246,000 | 2,379,400 |
| **TOTAL SOURCES** | **-** | **213,800** | **218,000** | **224,000** | **226,800** | **230,000** | **234,600** | **1,246,000** | **2,379,400** |
| **USES** | | | | | | | | | |
| Other | | 213,800 | 218,000 | 224,000 | 226,800 | 230,000 | 234,600 | 1,246,000 | 2,379,400 |
| **TOTAL USES** | **-** | **213,800** | **218,000** | **224,000** | **226,800** | **230,000** | **234,600** | **1,246,000** | **2,379,400** |

**Public Utilities** Dept Priority

# Watershed Protection Long-Term Monitoring 4 of 14

CS, General Project Timeline: FY12 - Ongoing

**Project Description**

This project provides annual funding to implement a Long-Term Watershed Protection Plan and Monitoring to remain in compliance with the standards set by the Georgia Environmental Protection Division (GAEPD). The Long-Term Watershed Protection Plan was required by the EPD as part of the issuance of the new NPDES permits for the upgrade/expansion of three (3) Water Reclamation Facilities. The Long-Term Water Shed Protection Plan must be updated each year.

**Project Justification**

These funds will be used to cover expenses incurred in updating ACC PUD's Long-Term Watershed Protection Plan in accordance with the EPD's requirements. The scope of the services provided are to include monitoring water quality, compiling data and development of reports for submittal to the EPD. This project is aligned with the Mayor and Commission strategic commitment of *Healthy, Livable and Sustainable Athens-Clarke County.*

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0654

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Water & Sewer Const. Fund | 57,677 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 | 1,000,000 |
| **TOTAL SOURCES** | **57,677** | **100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **500,000** | **1,000,000** |
| **USES** | | | | | | | | | |
| Capital - Other | 57,677 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 | 1,000,000 |
| **TOTAL USES** | **57,677** | **100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **500,000** | **1,000,000** |

**Public Utilities** Dept Priority

# Replace Water Meters 5 of 14

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

The approximate revenue generated/contributed annually for the Meter Replacement Program. This program's single purpose is to ensure that the water meters are replaced over a designated cycle to ensure accuracy is maintained. This project includes Automated Meter Infrastructure (AMI), which began in FY 2016.

**Project Justification**

Funding for needed water meter replacements to ensure meter accuracy, fairness in billing and improved customer service. Replacing older meters will also reduce the utility's apparent water loss. The program's customer portal will improve customer service and enhance conservation efforts. Continuous funding from Enterprise and Bond account for replacement of this critical asset is required for sustainable operations. This project is aligned with the Mayor and Commission strategic commitment of *Financial Health and Economic Prosperity.*

**Impact on Annual Operating Expenses**

Predicted increase in operating revenues by replacing meters which under-report consumption.

**Financial Plan** Project ID: c0013

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Water & Sewer Const. Fund | 7,161,157 | 365,000 | 365,000 | 365,000 | 365,000 | 365,000 | 365,000 | 1,825,000 | 3,650,000 |
| Water & Sewer Fund | 1,615,910 | - | - | - | - | - | - | - | - |
| W&S Bonds Const. Fund | 4,684,290 | 1,000,000 | 1,000,000 | - | - | - | - | - | 1,000,000 |
| **TOTAL SOURCES** | **13,461,358** | **1,365,000** | **1,365,000** | **365,000** | **365,000** | **365,000** | **365,000** | **1,825,000** | **4,650,000** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 13,461,358 | 1,365,000 | 1,365,000 | 365,000 | 365,000 | 365,000 | 365,000 | 1,825,000 | 4,650,000 |
| **TOTAL USES** | **13,461,358** | **1,365,000** | **1,365,000** | **365,000** | **365,000** | **365,000** | **365,000** | **1,825,000** | **4,650,000** |

**Public Utilities** Dept Priority

# Rehabilitate and Replace Sewers 6 of 14

CS, Infrastructure Project Timeline: FY12 - Ongoing

## Project Description

Evaluation of the sewer lines is the first step in determining specific locations in need of rehabilitation. The evaluation process is conducted utilizing a number of different procedures such as TV inspection, smoke testing, and monitoring existing flow conditions. The specific locations and the rehabilitation or replacement methods will be determined on a case-by-case basis. This project *also* includes Sewer System Evaluation Survey (SSES) inspections and cured-in-place pipe lining rehabilitation where needed on sewer pipes in the highest-ranked-flow meter basins, which comprise of 260 miles of pipe. SSES and R&R costs continue into out years to evaluate and rehabilitate trunk, interceptor and collection system assets. Finally, and most importantly, the project work will add capacity to existing sewers for existing customers. The latter includes replacing sewers in these sewersheds: Brooklyn, Tanyard, Upper North Oconee, Middle Oconee East and McNutt Creek.

## Project Justification

Sections of the existing wastewater collection system are 80-100 years old and much of the system was constructed with vitrified clay pipe. As a result, there are sections of pipe within the wastewater collection system experiencing inflow and infiltration problems. These problems may be minor cracks in pipe or they could represent sections experiencing major structural problems. Locating and correcting these problems will ensure the integrity of the wastewater collection system and help eliminate wet-weather sewer system overflows and will restore both sewer and plant capacity. Continuous funding for replacement of this critical asset is required for sustainable operations. This project is aligned with the Mayor and Commission strategic commitments of *Financial Health and Economic Prosperity* and *Accountable and Responsive Government.*

## Impact on Annual Operating Expenses

Predicted decrease in emergency calls, overtime, and emergency repairs. Predicted decrease in wastewater reclamation costs and deferral of future Water Reclamation Facility expansion. Added cost for depreciation.

## Financial Plan

Project ID: c0644

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Water & Sewer Const. Fund | 19,093,342 | 9,500,000 | 14,000,000 | 9,951,800 | 5,000,000 | 5,000,000 | 4,000,000 | 30,000,000 | 67,951,800 |
| W&S Bonds Const. Fund | 490,482 | - | - | - | - | - | - | - | - |
| **TOTAL SOURCES** | **19,583,825** | **9,500,000** | **14,000,000** | **9,951,800** | **5,000,000** | **5,000,000** | **4,000,000** | **30,000,000** | **67,951,800** |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | 19,583,825 | 9,500,000 | 14,000,000 | 9,951,800 | 5,000,000 | 5,000,000 | 4,000,000 | 30,000,000 | 67,951,800 |
| **TOTAL USES** | **19,583,825** | **9,500,000** | **14,000,000** | **9,951,800** | **5,000,000** | **5,000,000** | **4,000,000** | **30,000,000** | **67,951,800** |

**Public Utilities** Dept Priority

# Extend Wastewater Collection System 7 of 14

AI, Infrastructure Project Timeline: Ongoing - Ongoing

**Project Description**

Through the year 2035, new trunk sewers and interceptor sewer lines may be constructed and/or extended into sub-basins currently without public sewer service. Such extensions could either be by gravity sewer (with or without pump stations) or by small-diameter pressurized systems. Bond money will be used for the Upper North Oconee sewer line improvements. This placeholder capital project thus provides a funding source should Mayor and Commission decide to extend the sewer system.

**Project Justification**

To provide capacity in areas where service does not currently exist and provide service for new customers. Conversion of problematic individual sewage disposal systems to public sewer could also improve stream quality. Funding is thus available if neighborhoods on septic tank systems petition for sewer extension via creation of special improvement districts. This project is aligned with the Mayor and Commission strategic commitment of *Healthy, Livable and Sustainable Athens-Clarke County.*

**Impact on Annual Operating Expenses**

Increased costs of wastewater collection and treatment offset by increased revenues.

**Financial Plan** Project ID: c0112

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Water & Sewer Const. Fund | 5,130,852 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 5,000,000 | 5,500,000 |
| W&S Bonds Const. Fund | 2,870,609 | 1,000,000 | - | - | - | - | - | - | - |
| **TOTAL SOURCES** | **8,001,461** | **1,100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **5,000,000** | **5,500,000** |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | 8,001,461 | 1,100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 5,000,000 | 5,500,000 |
| **TOTAL USES** | **8,001,461** | **1,100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **5,000,000** | **5,500,000** |

**Public Utilities** Dept Priority

# Replace and Upgrade Facilities and Equipment 8 of 14

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

Annual cost to replace and / or conduct major repairs to fixed equipment and facilities within the Public Utilities Department (PUD). Facilities include the drinking water plant and intakes, water reclamation facilities, the Water Resources Center, 124 East Hancock Avenue, Water & Sewer Construction & Maintenance shop, and the meter shop. Also includes vehicles and stocking critical spare parts as required by EPD permits, initially funded by bond money. This program also includes upgrades which improve plant efficiency and / or performance reliability. PUD anticipates that the next round of NPDES permits (CY2018) will include a reduction in phosphorus limits, therefore plant upgrades are necessary. Land acquisition and construction of new shops for Water & Sewer and Meters is included.

**Project Justification**

Avoid spikes in the water rates by maintaining a consistent level of funding for major repairs and replacement. Continuous funding for replacement of equipment is required for sustainable operations, reliable performance under the Safe Drinking Water Act and Clean Water Act, and for compliance with permit conditions. For example, our Clean Water Act permits state that the "permittee shall maintain ... all treatment or control facilities and related equipment". This project is aligned with the Mayor and Commission strategic commitments of *Financial Health and Economic Prosperity* and *Accountable and Responsive Government* .

**Impact on Annual Operating Expenses**

Net zero impact. Cost savings can derive from the following: avoid permit penalties; shift from corrective maintenance to less expensive preventive maintenance; gain treatment process efficiencies. Added cost from increased depreciation.

**Financial Plan** Project ID: c0216/c0217/c0218/c0219/c0563

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Water & Sewer Const. Fund | 5,481,071 | 3,000,000 | 5,400,000 | 5,300,000 | 3,300,000 | 3,400,000 | 3,450,000 | 17,250,000 | 38,100,000 |
| W&S Bonds Const. Fund | 1,561,356 | 1,000,000 | - | - | - | - | - | - | - |
| **TOTAL SOURCES** | **7,042,427** | **4,000,000** | **5,400,000** | **5,300,000** | **3,300,000** | **3,400,000** | **3,450,000** | **17,250,000** | **38,100,000** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 7,042,427 | 4,000,000 | 5,400,000 | 5,300,000 | 3,300,000 | 3,400,000 | 3,450,000 | 17,250,000 | 38,100,000 |
| **TOTAL USES** | **7,042,427** | **4,000,000** | **5,400,000** | **5,300,000** | **3,300,000** | **3,400,000** | **3,450,000** | **17,250,000** | **38,100,000** |

**Public Utilities** Dept Priority

# Rehabilitate and Replace Water Lines (renamed) 9 of 14

CS, Infrastructure Project Timeline: FY17 - Ongoing

**Project Description**

This R&R program includes a) replacement of small diameter water mains, b) leak detection program, c) repairing leaks, d) relining of older mains, and e) gridding or looping existing dead-end lines. Where homes and businesses are on wells, this program includes funding for fire protection extensions. The individual R&R projects will be turnkey and will therefore include reconnection of services to the main and, as needed, relocation of meters.

**Project Justification**

This reinvestment in a substantial part of the utility's public health and safety infrastructure will improve the hydraulic capacity of the water distribution system, enhance fire protection, reduce discolored water complaints, help maintain ACC's current class 2 fire rating and extend the life of the older water mains. Replacing break-prone water lines will reduce the utility's real water losses and reduce customer outages. The leak detection program will make this program more cost effective by maximizing the expenditure for R&R measured against real losses. This project is aligned with the Mayor and Commission strategic commitments of *Financial Health and Economic Prosperity* and *Accountable and Responsive Government.*

**Impact on Annual Operating Expenses**

Predicted decrease in emergency calls, overtime, and emergency repairs. Predicted decrease in water treatment costs and deferral of future water treatment plant expansion. Added cost to depreciation.

**Financial Plan** Project ID: c0720

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Water & Sewer Const. Fund | 16,577 | 2,000,000 | 2,500,000 | 2,750,000 | 3,000,000 | 3,000,000 | 3,000,000 | 20,000,000 | 34,250,000 |
| **TOTAL SOURCES** | **16,577** | **2,000,000** | **2,500,000** | **2,750,000** | **3,000,000** | **3,000,000** | **3,000,000** | **20,000,000** | **34,250,000** |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | 16,577 | 2,000,000 | 2,500,000 | 2,750,000 | 3,000,000 | 3,000,000 | 3,000,000 | 20,000,000 | 34,250,000 |
| **TOTAL USES** | **16,577** | **2,000,000** | **2,500,000** | **2,750,000** | **3,000,000** | **3,000,000** | **3,000,000** | **20,000,000** | **34,250,000** |

**Public Utilities** Dept Priority

# Relocate Water & Sewer Lines for DOT Projects 10 of 14

CS, Infrastructure Project Timeline: Ongoing - Ongoing

**Project Description**

This project provides annual funding to cover water / sewer line relocations for transportation projects not covered by another project.

**Project Justification**

To avoid spikes in the water rates by maintaining a consistent level of funding for DOT initiated water/sewer line relocation projects. This project is aligned with the Mayor and Commission strategic commitment of *Transportation Mobility and Connectivity.*

**Impact on Annual Operating Expenses**

No impact.

**Financial Plan** Project ID: c0102

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Water & Sewer Const. Fund | 305,055 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 | 1,000,000 |
| **TOTAL SOURCES** | **305,055** | **100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **500,000** | **1,000,000** |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | 305,055 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 | 1,000,000 |
| **TOTAL USES** | **305,055** | **100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **500,000** | **1,000,000** |

**Public Utilities** Dept Priority

# Manage and Reuse Residual Solids (renamed) 11 of 14

CS, Infrastructure Project Timeline: Ongoing - Ongoing

**Project Description**

Reduce and reuse residual solids from wastewater treatment, thus preserving space in ACC landfills. In addition to current composting, pursue opportunities for other modes of biosolids reuse. Continue to dredge the alum sludge lagoon at the water plant approximately every 6-7 years until the solids handling facility is constructed at the J.G. Beacham Water Treatment Plant. Once the solids handling facility is constructed at Beacham an additional 600,000 gallons per day of potable supply may become available to further drought proof existing supplies.

**Project Justification**

Alternative plans for biosolids could extend the life of the ACC landfill. Based on the volume of waste by-product being received at the WTP, dredging the sludge lagoon is the most cost effective at this time. Beginning in FY13, $300,000 was annually proposed to maintain a consistent level of funding to avoid spikes in the water rates. This project is aligned with the Mayor and Commission strategic commitments of *Healthy, Livable and Sustainable Athens-Clarke County.*

**Impact on Annual Operating Expenses**

Biosolids treatment, handling and disposal cost will increase by an undetermined amount. ACC landfill operating costs may decline with beneficial reuse.

**Financial Plan** Project ID: c0548

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Water & Sewer Const. Fund | 1,799,123 | 374,500 | 1,350,000 | 1,500,000 | 5,130,000 | 3,530,000 | 300,000 | 1,500,000 | 13,310,000 |
| **TOTAL SOURCES** | **1,799,123** | **374,500** | **1,350,000** | **1,500,000** | **5,130,000** | **3,530,000** | **300,000** | **1,500,000** | **13,310,000** |
| **USES** | | | | | | | | | |
| Capital - Const. | 1,799,123 | 374,500 | 1,350,000 | 1,500,000 | 5,130,000 | 3,530,000 | 300,000 | 1,500,000 | 13,310,000 |
| **TOTAL USES** | **1,799,123** | **374,500** | **1,350,000** | **1,500,000** | **5,130,000** | **3,530,000** | **300,000** | **1,500,000** | **13,310,000** |

**Public Utilities** Dept Priority

# Improve Water Supply Reliability 12 of 14

CS, Infrastructure Project Timeline: FY18 - FY38

## Project Description

Extend the sufficiency and reliability of existing water supplies during drought. Make existing ratepayers less vulnerable to water shortages by switching bulk users of potable water to nonpotable water (reclaimed wastewater), thus reducing demand on current potable supplies during a drought more severe than the drought for which current yield is calculated. Implement the first phase of a nonpotable utility consistent with an overarching master plan of nonpotable and potable reuse.

## Project Justification

Part of the intent of a reuse system is to displace demand on potable supplies; nonpotable reuse is thus an element of a larger strategy to drought-proof existing supplies by reducing raw water withdrawals from the rivers or reservoir. Other elements which make the community less vulnerable to drought include current and future conservation programs, tiered pricing on discretionary water (as exists), and potable reuse where opportune. In the latter case, and if the community is willing, the foray into nonpotable reuse could be joined with another long-range project identified in the SDP: storage of raw water to carry the County through a protracted drought.

Raw water storage serves as ballast between intake (raw water withdrawal) and the drinking water plant; most large water systems that rely on river flow have many weeks of local raw water storage to weather either reduced river flows or water quality problems with the supply source, such as a chemical spill. ACC's share in Bear Creek Reservoir partially fulfills this purpose. But the prospects of a drought worse than design are a chronic concern to water purveyors.

The first major step in further drought-proofing current potable demand is to look for sites suitable for raw water storage devoted to ACC's needs. For this reason the budget contains a total of $20,000,000 across several years. This $20,000,000 figure is a placeholder estimate of initial costs and may not a) develop a site for storage of raw or reclaimed water nor b) connect that site to the rest of the system.

This project is aligned with the M&C strategic commitment of *Safe and Prepared Community.*

## Impact on Annual Operating Expenses

To be determined. Although replacing potable with less-expensive reuse water would diminish revenue from potable water sales, ratepayers benefit from the reduced likelihood of enforced reductions during a drought.

## Financial Plan

Project ID: c0719

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Water & Sewer Const. Fund | 500,000 | 3,000,000 | 3,000,000 | 3,500,000 | 4,000,000 | 4,500,000 | 10,000,000 | 10,500,000 | 35,500,000 |
| **TOTAL SOURCES** | **500,000** | **3,000,000** | **3,000,000** | **3,500,000** | **4,000,000** | **4,500,000** | **10,000,000** | **10,500,000** | **35,500,000** |
| **USES** | | | | | | | | | |
| Capital - Other | 500,000 | 3,000,000 | 3,000,000 | 3,500,000 | 4,000,000 | 4,500,000 | 10,000,000 | 10,500,000 | 35,500,000 |
| **TOTAL USES** | **500,000** | **3,000,000** | **3,000,000** | **3,500,000** | **4,000,000** | **4,500,000** | **10,000,000** | **10,500,000** | **35,500,000** |

**Public Utilities** Dept Priority

# W&S Contribution to Economic Development 13 of 14

AI, Infrastructure Project Timeline: Ongoing - Ongoing

**Project Description**

The annual contribution for economic development projects which are not part of the Service Delivery Plan.

**Project Justification**

To provide a consistent level of funding for economic development projects which are not identified in other named projects. By providing level funding, spikes in the water rates can be avoided. The level of funding is based on average annual expenditures for projects of this type. This project is aligned with the M&C strategic commitment of *Financial Health and Economic Prosperity.*

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0105

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Water & Sewer Const. Fund | 471,013 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 | 1,000,000 |
| **TOTAL SOURCES** | **471,013** | **100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **500,000** | **1,000,000** |
| **USES** | | | | | | | | | |
| Capital - Other | 471,013 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 | 1,000,000 |
| **TOTAL USES** | **471,013** | **100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **500,000** | **1,000,000** |

**Public Utilities** Dept Priority

# Investigate and Install Alternative Energy Generation 14 of 14

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

Investigate alternative sources of energy for water and wastewater treatment. This project includes the installation and maintenance of a solar energy generation facility at the Cedar Creek Water Reclamation Facility if determined to be feasible and cost-neutral.

**Project Justification**

The Cedar Creek solar energy preliminary construction cost estimate is $1,000,000. This project is aligned with the Mayor and Commission strategic commitments of Healthy, Livable and Sustainable Athens-Clarke County.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0718

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Water & Sewer Const. Fund | 1,023,788 | 100,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 500,000 | 750,000 |
| **TOTAL SOURCES** | **1,023,788** | **100,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **500,000** | **750,000** |
| **USES** | | | | | | | | | |
| Capital - Site Improvements | 1,023,788 | 100,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 500,000 | 750,000 |
| **TOTAL USES** | **1,023,788** | **100,000** | **50,000** | **50,000** | **50,000** | **50,000** | **50,000** | **500,000** | **750,000** |

**Sheriff** Dept Priority

# Public Safety Initiative -Equip Tech 1 of 4

AI, Equipment Project Timeline: FY05 - Ongoing

**Project Description**

Public Safety, Field Service Initiative: Investment in new law enforcement technology, equipment and matching funds for grants as approved by Mayor and Commission.

**Project Justification**

Continue office upgrades, along with camera and recording systems at the jail and courthouse, including repair and replacement of cameras, wiring, etc., as needed. Purchase of new duty gear that utilizes the newest technology such as firearms, electronic control devices, wearable cameras, etc. Enhance the JTO and FTO evaluation program (ADORE) from a local based computer software to the available web based program. Provide the necessary funding for a staffing analysis of the Field Section of the Sheriff's Office. Provide matching local funds for grants. These funds have been needed for local cash match monies for grants and will be needed for future grant opportunities.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0417

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 42,449 | 30,000 | - | 30,000 | 30,000 | 30,000 | 30,000 | 150,000 | 270,000 |
| **TOTAL SOURCES** | **42,449** | **30,000** | **-** | **30,000** | **30,000** | **30,000** | **30,000** | **150,000** | **270,000** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 42,449 | 30,000 | - | 30,000 | 30,000 | 30,000 | 30,000 | 150,000 | 270,000 |
| **TOTAL USES** | **42,449** | **30,000** | **-** | **30,000** | **30,000** | **30,000** | **30,000** | **150,000** | **270,000** |

**Sheriff** Dept Priority

# Replace Mobile Data Computers 2 of 4

CS, Equipment Project Timeline: FY10 - Ongoing

**Project Description**

The Sheriff's Office uses 11 mobile laptop computers and related hardware which includes mounting racks/antennas in the vehicles. This request is to replace mobile laptop computers after their initial lifecycle has expired. This will allow us to maintain current service levels. The mobile laptop computers and related hardware have a 3 year warranty and a lifecycle of approximately 6 to 7 years. The predicted replacement for the 11 mobile laptop computers and the mounting racks/antennas are in FY24 at a cost of $60,000 ($33,000 for 11 computers and $26,600 for 19 mounting racks/antennas). There is an approximate $45 monthly service fee per laptop computer which the Sheriff's Office is already paying through the operating budget.

**Project Justification**

These computers are utilized in or out of law enforcement vehicles to communicate with other Sheriff's Office personnel, ACCPD and UGAPD. It enables us to write and transmit reports, court service records and access local, state and federal information systems. Demands on data entry personnel and the need for overtime will be reduced. Personnel will be able to directly access the most up to date information on arrest warrants, civil processes, vehicle registration, drivers license and other important information. This will be a benefit for both officer and community/citizen safety.

**Impact on Annual Operating Expenses**

Annual Operating Costs = $6,000. Annual Replacement Costs = 8,600

**Financial Plan** Project ID: c0715

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | - | - | - | - | | 60,000 | 60,000 |
| **TOTAL SOURCES** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **60,000** | **60,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | - | - | - | - | - | - | | 60,000 | 60,000 |
| **TOTAL USES** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **60,000** | **60,000** |

**Sheriff** Dept Priority

# Replace Courthouse Security Equipment 3 of 4

CS, Equipment Project Timeline: FY05 - Ongoing

**Project Description**

This project involves the purchase of two security screening x-ray machines (PX6.4 X-Ray Systems at $30,000 each) and two walk through metal detectors (PD6500i WTMD's at $4,000 each) in FY24-28 to replace existing equipment. The current equipment has a ten year life cycle. Total cost is estimated at $75,000 for the initial purchase. After the first year of purchase, there will also be operating expenses for a maintenance plan at an annual cost of $13,000 for both sets of machines.

**Project Justification**

The security screening machines and the walk through metal detectors are essential to providing the necessary security for the Clarke County Courthouse. The screening machines are able to scan packages and other belongings that are brought into the courthouse. It also displays images of property for the purpose of detecting weapons and/or explosive devices. The advanced features of the security screening machine include operator assistance, image archiving, and threat image protection. The walk through metal detectors have the capability to detect metal objects in eight different zones within its frame. It will also provide visual display that pinpoints the area of alarm.

**Impact on Annual Operating Expenses**

Annual operating costs = $13,000 for the annual service contract. Annual replacement costs = $7,500.

**Financial Plan** Project ID: c0500

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 75,000 | - | - | - | - | - | | 75,000 | 75,000 |
| **TOTAL SOURCES** | **75,000** | **-** | **-** | **-** | **-** | **-** | **-** | **75,000** | **75,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | 75,000 | - | - | - | - | - | | 75,000 | 75,000 |
| **TOTAL USES** | **75,000** | **-** | **-** | **-** | **-** | **-** | **-** | **75,000** | **75,000** |

**Sheriff** Dept Priority

# Replace Prisoner Transport Bus 4 of 4

CS, Transportation Project Timeline: FY00 - Ongoing

**Project Description**

The existing prisoner transport bus (44 passenger) was purchased and delivered in February 2000. It was purchased through the Sheriff's Inmate Special Revenue Fund. It is currently not in the vehicle replacement program.

**Project Justification**

The existing prisoner transport bus is used to transport inmates between the jail and the courthouse for court appearances. It is vital and necessary to the Sheriff's Office to have this means of transportation because it reduces the number of trips back and forth from the jail to the courthouse because of its passenger capacity.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: N/A

| | **FY17** *End. Bal.* | **FY18** *Budget* | **FY19** *Approved* | **FY20** *Proposed* | **FY21** *Proposed* | **FY22** *Proposed* | **FY23** *Proposed* | **FY24-28** *Proposed* | **Total** *Proposed* |
|---|---|---|---|---|---|---|---|---|---|
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | - | - | - | - | | 250,000 | 250,000 |
| **TOTAL SOURCES** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **250,000** | **250,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Vehicles | - | - | - | - | - | - | | 250,000 | 250,000 |
| **TOTAL USES** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **250,000** | **250,000** |

**Solid Waste** Dept Priority

# Replace Landfill Road Tractor 1 of 14

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

Replacement of road tractors used at the landfill to haul semi-trailers with refuse, recycling, fuel and leachate.

**Project Justification**

Road Tractors are used daily at the landfill to transport various materials. Semi-trailers are used to collect materials that are later delivered to the landfill working area or recyclable materials to the Recovered Materials Processing Facility. Additionally, the road tractors haul leachate in tankers for disposal and are used to move the fuel tanker as needed. FY17-19 funding would be used to replace a 1987 Ford road tractor through the GMA Loan Pool Program.

**Impact on Annual Operating Expenses**

Initial maintenance cost would be lower due to warranty coverage. Depreciation for future replacement would increase as both older vehicles had been fully depreciated.

**Financial Plan** Project ID: c0586

| | FY17 *End. Bal.* | FY18 *Budget* | FY19 *Approved* | FY20 *Proposed* | FY21 *Proposed* | FY22 *Proposed* | FY23 *Proposed* | FY24-28 *Proposed* | Total *Proposed* |
|---|---|---|---|---|---|---|---|---|---|
| **SOURCES** | | | | | | | | | |
| Landfill Fund | - | 35,000 | 35,000 | - | - | - | | - | 35,000 |
| **TOTAL SOURCES** | **-** | **35,000** | **35,000** | **-** | **-** | **-** | **-** | **-** | **35,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | - | 35,000 | 35,000 | - | - | - | | - | 35,000 |
| **TOTAL USES** | **-** | **35,000** | **35,000** | **-** | **-** | **-** | **-** | **-** | **35,000** |

**Solid Waste** Dept Priority

# Replace Bulldozer (D6N) 2 of 14

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

This project is for the routine replacement of the two (2) bulldozers used daily at the Athens-Clarke County Municipal Solid Waste landfill.

**Project Justification**

The two (2) D6 bulldozers are the most heavily used pieces of equipment at the landfill. They are used daily for earth-moving, pushing trash to the working face, covering trash with dirt and rock removal. The current bulldozers are a 2011 and a 2014 Caterpillars . Their useful life is approximately seven years. The replacements can be done using the Georgia Municipal Association loan program spreading the purchase over a three year time frame. On June 7, 2016, the Mayor & Commission approved moving funding for one of the two new bulldozers to FY17 - FY19. The new bulldozer was purchased in July 2016 (FY17) and replaced the 2011 due to a catastrophic failure. The 2014 will be replaced FY20-FY22 and the 2016 will be replaced in FY23-FY25.

**Impact on Annual Operating Expenses**

The two bulldozers are the most heavily used pieces of equipment at the landfill. Their useful life is short due to the harsh operating environment. Initial maintenance costs are reduced due to warranty coverages. Depreciation is not normally impacted as the dozers have such a short replacement life span.

**Financial Plan** Project ID: c0728

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Landfill Fund | (187,487) | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 200,000 | 700,000 |
| **TOTAL SOURCES** | **(187,487)** | **100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **200,000** | **700,000** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | (187,487) | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 200,000 | 700,000 |
| **TOTAL USES** | **(187,487)** | **100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **100,000** | **200,000** | **700,000** |

**Solid Waste** Dept Priority

# Replace Mechanic Service Vehicle (New) 3 of 14

CS, Vehicle Project Timeline: FY19 - FY19

**Project Description**

Purchase a replacement service truck for the ACC landfill mechanic.

**Project Justification**

The current service truck for the landfill mechanic is a 1996 GMC service truck . The projected life cycle of a service truck is fifteen (15) years and the current truck is over twenty-one (21) years old and needs replaced. Unfortunately, service vehicles for mechanics are not on the Fleet replacement program. This truck is used daily to maintain landfill equipment. This vehicle is necessary to bring the proper equipment to the various landfill areas to maintain equipment like compactors and bulldozers that can not be brought to a maintenance facility for repair. Without this vehicle commercial vendors would be needed to fix equipment that is unable to leave the working face of the landfill leading to higher operational costs.

**Impact on Annual Operating Expenses**

Replacement: $5,000 annually

**Financial Plan** Project ID: c0780

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Landfill Fund | - | - | 75,000 | - | - | - | - | - | 75,000 |
| **TOTAL SOURCES** | **-** | **-** | **75,000** | **-** | **-** | **-** | **-** | **-** | **75,000** |
| **USES** | | | | | | | | | |
| Capital - Vehicles | - | - | 75,000 | - | - | - | - | - | 75,000 |
| **TOTAL USES** | **-** | **-** | **75,000** | **-** | **-** | **-** | **-** | **-** | **75,000** |

**Solid Waste** Dept Priority

# Replace Dump Truck (25 yard articulating) 4 of 14

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

This project is for the routine replacement of the two 25 yard Articulating Dump Trucks for use at the ACC Municipal Solid Waste Landfill.

**Project Justification**

The landfill currently uses two 25 yard articulating dump trucks to haul dirt and other materials. The current vehicles are a 1996 Volvo and a 2016 Volvo. The vehicles have a useful operational life of approximately 15 years. Due to changes in operation with the new Phase 3 cell and significant stockpiles of cover dirt the replacement need has been extended. Vehicles are typically purchased using the Georgia Municipal Association loan program thereby spreading the payments our over three years. Funds are set aside annually in the landfill's budget for equipment replacements. The 1996 Volvo will be replaced during the FY19-FY21 cycle.

**Impact on Annual Operating Expenses**

Reduced maintenance cost due to warranty coverage. Increased depreciation cost as older models are fully depreciated at time of replacement.

**Financial Plan** Project ID: c0601

| | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** | **FY24-28** | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Landfill Fund | (57,973) | 134,000 | 134,000 | 134,000 | 134,000 | - | | 400,000 | 802,000 |
| **TOTAL SOURCES** | **(57,973)** | **134,000** | **134,000** | **134,000** | **134,000** | **-** | **-** | **400,000** | **802,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Vehicles | (57,973) | 134,000 | 134,000 | 134,000 | 134,000 | - | | 400,000 | 802,000 |
| **TOTAL USES** | **(57,973)** | **134,000** | **134,000** | **134,000** | **134,000** | **-** | **-** | **400,000** | **802,000** |

**Solid Waste** Dept Priority

# Replace Baler Incline Infeed (New) 5 of 14

CS, Equipment Project Timeline: FY19 - FY19

**Project Description**

Replace the original (1995) baler infeed at the Recovered Material Processing Facility (RMPF). The baler incline infeed is the structure and belt that feeds into the American Baler.

**Project Justification**

The replacement of the baler incline infeed is needed to provide basic levels of recycling processing service to the customers for the Recovered Material Processing Facility (RMPF). Facility use by customer type - public hauler/ACC SW Department 50%, private hauler 20% other municipalities 20%, UGA 8% and miscellaneous users 2%. If not replaced, the RMPF won't be able to maintain processing capabilities thus losing the ability to accept material. If this happens, all customers will have to find alternative processing facilities at a potentially higher cost and greater traveling distance.

**Impact on Annual Operating Expenses**

Replacement: $3300

**Financial Plan** Project ID: c0781

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Landfill Fund | - | - | 65,000 | - | - | - | - | - | 65,000 |
| **TOTAL SOURCES** | **-** | **-** | **65,000** | **-** | **-** | **-** | **-** | **-** | **65,000** |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | - | - | 65,000 | - | - | - | - | - | 65,000 |
| **TOTAL USES** | **-** | **-** | **65,000** | **-** | **-** | **-** | **-** | **-** | **65,000** |

**Solid Waste** Dept Priority

# Replace Overhead Doors (New) 6 of 14

CS, Equipment Project Timeline: FY19 - FY19

**Project Description**

Replace the original (1995) overhead doors at the Recovered Material Processing Facility (RMPF). The doors protect the material (unprocessed material) from weather and vectors and provides some climate control for sorting staff.

**Project Justification**

The replacement of the overhead doors is needed to provide basic levels of recycling processing service to the customers for the Recovered Material Processing Facility (RMPF). Facility use by customer type - public hauler/ACC SW Department 50%, private hauler 20% other municipalities 20%, UGA 8% and miscellaneous users 2%. If not replaced, the RMPF won't be able to maintain processing capabilities thus losing the ability to accept material. If this happens, all customers will have to find alternative processing facilities at a potentially higher cost and greater traveling distance.

**Impact on Annual Operating Expenses**

Replacement: $5000

**Financial Plan** Project ID: c0782

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Landfill Fund | - | - | 40,000 | - | - | - | - | - | 40,000 |
| **TOTAL SOURCES** | **-** | **-** | **40,000** | **-** | **-** | **-** | **-** | **-** | **40,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | - | - | 40,000 | - | - | - | - | - | 40,000 |
| **TOTAL USES** | **-** | **-** | **40,000** | **-** | **-** | **-** | **-** | **-** | **40,000** |

**Solid Waste** Dept Priority

# Replace Trash Compactor 7 of 14

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

This project is for the routine replacement of the two (2) trash compactors used daily at the Athens-Clarke County Municipal Solid Waste Landfill. Equipment purchase is planned to be funded over a three year period through the Georgia Municipal Association's (GMA) loan pool.

**Project Justification**

Trash compactor vehicles are essential to the efficient operation of the landfill. Subtitle D landfill requirements necessitate compaction for all refuse to save land and air space. The expected life cycle of a compactor is eight (8) years. The current tonnage at the landfill allows for a slightly longer life cycle. The compactor is used to properly position refuse in the working area of the landfill and then compact the materials by repeatedly driving over the area with spiked wheels. Compactors weigh over 100,000 lbs. Two (2) compactors are required to be at the landfill by state Proposed Design and Operating Plans for the landfill. The FY20-22 year funds will replace a 2008 Al-jon. The FY23-25 year funds will replace a 2013 Al-jon.

**Impact on Annual Operating Expenses**

Reduction in initial maintenance costs due to warranty coverage. Depreciation remains fairly constant due to short life of equipment.

**Financial Plan** Project ID: c0383

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Landfill Fund | - | - | - | 350,000 | 350,000 | 350,000 | 350,000 | 700,000 | 2,100,000 |
| **TOTAL SOURCES** | **-** | **-** | **-** | **350,000** | **350,000** | **350,000** | **350,000** | **700,000** | **2,100,000** |
| **USES** | | | | | | | | | |
| Capital - Vehicles | - | - | - | 350,000 | 350,000 | 350,000 | 350,000 | 700,000 | 2,100,000 |
| **TOTAL USES** | **-** | **-** | **-** | **350,000** | **350,000** | **350,000** | **350,000** | **700,000** | **2,100,000** |

**Solid Waste** Dept Priority

# Replace Tractor (Ford3930) (New) 8 of 14

CS, Equipment Project Timeline: FY19 - FY19

**Project Description**

Purchase a replacement tractor for bush hogging the landfill property.

**Project Justification**

The current tractor for bush hogging at the landfill is a 1994 Ford 3930 . The projected life cycle of a tractor of this kind is twenty (20) years and the current tractor is over twenty-three (23) years old and needs replaced. Mowing the property is required per the Design and Operating Plans approved by GaEPD. Mowing is a compliance requirement.

**Impact on Annual Operating Expenses**

Replacement: $3,000 annually

**Financial Plan** Project ID: c0783

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Landfill Fund | - | - | 60,000 | - | - | - | - | - | 60,000 |
| **TOTAL SOURCES** | **-** | **-** | **60,000** | **-** | **-** | **-** | **-** | **-** | **60,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | - | - | 60,000 | - | - | - | - | - | 60,000 |
| **TOTAL USES** | **-** | **-** | **60,000** | **-** | **-** | **-** | **-** | **-** | **60,000** |

**Solid Waste** Dept Priority

# Replace Track Excavator 9 of 14

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

Replace the existing Track Excavator at the landfill.

**Project Justification**

The excavator is used daily to load dirt, rock, mulch and for maintenance and construction of drainage/detention areas. The current excavator is a 2001 and has an estimated useful life of 12 years. Funds are set aside annually in the landfill enterprise fund for equipment replacements. Equipment purchase is planned to be funded over a three year period through the Georgia Municipal Association's (GMA) loan pool. The 2001 track excavator will be replaced during the FY21-FY23 cycle.

**Impact on Annual Operating Expenses**

Initial maintenance cost would be lower due to warranty coverage.

**Financial Plan** Project ID: N/A

| | FY17 *End. Bal.* | FY18 *Budget* | FY19 *Approved* | FY20 *Proposed* | FY21 *Proposed* | FY22 *Proposed* | FY23 *Proposed* | FY24-28 *Proposed* | Total *Proposed* |
|---|---|---|---|---|---|---|---|---|---|
| **SOURCES** | | | | | | | | | |
| Landfill Fund | - | - | - | - | 90,000 | 90,000 | 90,000 | - | 270,000 |
| **TOTAL SOURCES** | **-** | **-** | **-** | **-** | **90,000** | **90,000** | **90,000** | **-** | **270,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | - | - | - | - | 90,000 | 90,000 | 90,000 | - | 270,000 |
| **TOTAL USES** | **-** | **-** | **-** | **-** | **90,000** | **90,000** | **90,000** | **-** | **270,000** |

**Solid Waste** Dept Priority

# Replace Track Loader 10 of 14

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

Replace 2006 crawler/loader used to load materials (dirt, mulch, rock, etc.) at the landfill.

**Project Justification**

This vehicle is used to maintain and support daily "cover" operations at the landfill. The crawler/loader is used six (6) days per week and is essential to landfill operations. This equipment is on a ten (10) year life cycle, but is currently in good condition and is not expected to need replacement until in FY21 or later. The current machine was purchased in FY06. Use of the Georgia Municipal Association loan program allows funding to be spread over a three year period. Funds are set aside annually for the replacement of equipment at the landfill.

**Impact on Annual Operating Expenses**

Initial maintenance cost would be lower due to warranty coverage.

**Financial Plan** Project ID: c0492

| | FY17 *End. Bal.* | FY18 *Budget* | FY19 *Approved* | FY20 *Proposed* | FY21 *Proposed* | FY22 *Proposed* | FY23 *Proposed* | FY24-28 *Proposed* | Total *Proposed* |
|---|---|---|---|---|---|---|---|---|---|
| **SOURCES** | | | | | | | | | |
| Landfill Fund | - | - | | | 167,000 | 167,000 | 167,000 | - | 501,000 |
| **TOTAL SOURCES** | **-** | **-** | | | **167,000** | **167,000** | **167,000** | **-** | **501,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | - | - | | | 167,000 | 167,000 | 167,000 | - | 501,000 |
| **TOTAL USES** | **-** | **-** | | | **167,000** | **167,000** | **167,000** | **-** | **501,000** |

**Solid Waste** Dept Priority

# Replace Walking Floor Trailer (1986) (New) 11 of 14

CS, Equipment Project Timeline: FY23 - FY23

**Project Description**

Purchase a replacement walking/live floor trailer as a replacement for the 1986 trailer for the Athens-Clarke County MSW Landfill.

**Project Justification**

The current trailer is used to haul trash to the working face. The projected life cycle of a walking/live floor trailer is twenty (20) years and the current tractor is over thirty-one (31) years old and needs replaced.

**Impact on Annual Operating Expenses**

Replacement: $5,000 annually

**Financial Plan** Project ID: New

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Landfill Fund | - | - | | - | - | - | 100,000 | - | 100,000 |
| **TOTAL SOURCES** | **-** | **-** | **-** | **-** | **-** | **-** | **100,000** | **-** | **100,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | - | - | | - | - | - | 100,000 | - | 100,000 |
| **TOTAL USES** | **-** | **-** | **-** | **-** | **-** | **-** | **100,000** | **-** | **100,000** |

**Solid Waste** Dept Priority

# Replace Trommel Screen in Compost Operations 12 of 14

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

Purchase of a replacement trommel screen to process finished compost at the ACC Municipal Solid Waste Landfill.

**Project Justification**

The trommel screen is used to sift finished compost material for final use. Materials that have met the processing and testing conditions are run through the screen to remove the larger materials. Larger materials are returned to the processing area for re-mixing. Finished materials are sold to the public or used in Landfill operations. Funds for the replacement of this and other equipment at the Landfill are set aside annually for their replacement. Equipment purchase is planned to be funded over a three year period through the Georgia Municipal Association's (GMA) loan pool.

**Impact on Annual Operating Expenses**

Initial maintenance cost would be lower due to warranty coverage.

**Financial Plan** Project ID: c0566

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Landfill Fund | - | - | - | - | - | - | 200,000 | | 200,000 |
| **TOTAL SOURCES** | **-** | **-** | **-** | **-** | **-** | **-** | **200,000** | **-** | **200,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | - | - | - | - | - | - | 200,000 | | 200,000 |
| **TOTAL USES** | **-** | **-** | **-** | **-** | **-** | **-** | **200,000** | **-** | **200,000** |

**Solid Waste** Dept Priority

# Replace Windrow Turner in Compost Operations 13 of 14

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

Purchase a replacement windrow turner for the bio-solid/yard and food scrap composting program.

**Project Justification**

A windrow turner is a critical piece of equipment for the composting program. The turner self propelled and mixes the windrows of compost approximately once every three days. Proper turning of the windrows is critical and mandated (when composting bio-solids) to accelerate the composting process and reduce odors. The equipment has a 12 year life and funds are set aside in the landfill enterprise fund annually for replacement. This purchase will assist the Department in reaching the Mayor and Commission waste diversion goals with the final goal of 75% waste diverted by 2020. The only way to reach this goal is through an expanded composting program.

**Impact on Annual Operating Expenses**

Initial maintenance cost would be lower due to warranty coverage.

**Financial Plan** Project ID: c0564

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Landfill Fund | - | - | - | 150,000 | - | - | | - | 150,000 |
| **TOTAL SOURCES** | **-** | **-** | **-** | **150,000** | **-** | **-** | **-** | **-** | **150,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Machinery & Equip | - | - | - | 150,000 | - | - | | - | 150,000 |
| **TOTAL USES** | **-** | **-** | **-** | **150,000** | **-** | **-** | **-** | **-** | **150,000** |

**Solid Waste** Dept Priority

# Closure of Landfill- Phase 1 & 2 Areas 14 of 14

CS, Facilities Project Timeline: Ongoing - Ongoing

**Project Description**

The existing Athens-Clarke County Sanitary Landfill located at 5700 Lexington Road consist of approximately 460 acres on the Clarke/Oglethorpe County line. It has been owned and operated as a municipal landfill since November 1976. A-CC is currently operating a Sub-title D (lined) landfill which is designed to meet all federal standards, including a closure and post-closure care plan to be implemented when the landfill has reached capacity. Closure of Phase 1 was funded in FY06 at $3.1 million, but due to operational changes the closure has been delayed. Two years of capacity are remaining in Phase 2.

**Project Justification**

The landfill has proposed to expand the landfill adjacent to Phase 1 (Phase 5). With this change the closure of Phase 1 may not be required in the next 10 years. Funds previously set aside for closure of Phase 1 are proposed to be used for Phase 2 closure. The out year funds are requested for the closure of Phase 3 sometime in FY18. Funds for closure and post closure care are set aside annually in the Landfill Enterprise Fund.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0432

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Landfill Fund | - | - | - | - | - | - | | 2,500,000 | 2,500,000 |
| **TOTAL SOURCES** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **2,500,000** | **2,500,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Other | - | - | - | - | - | - | | 200,000 | 200,000 |
| Capital - Site Improvements | - | - | - | - | - | - | | 2,300,000 | 2,300,000 |
| **TOTAL USES** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **2,500,000** | **2,500,000** |

**Solid Waste** Dept Priority

# Replace Automated Refuse/Recycling Truck 1 of 5

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

Replacement of automated residential refuse/recycling fleet. The current fleet consists of six 2015 Mack/Labrie - automated sideloaders.

**Project Justification**

The original project reduced the Solid Waste Fleet by five vehicles and also reduced personnel by 9 employees by converting the fleet to automated vehicles. Automated vehicles operate with a single person versus the current three person crews. The up front capital cost to replace the fleet is paid back is approximately three years with the reduction in personnel and maintenance costs. Original costs were paid with a combination of current working capital and GMA loan pool.

**Impact on Annual Operating Expenses**

There was a reduction in personnel cost of approximately $350,000 per year along with reduced maintenance cost.

**Financial Plan** Project ID: c0679

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Solid Waste Fund | - | 540,000 | 540,000 | 540,000 | - | - | | - | 1,080,000 |
| **TOTAL SOURCES** | **-** | **540,000** | **540,000** | **540,000** | **-** | **-** | **-** | **-** | **1,080,000** |
| **USES** | | | | | | | | | |
| Capital - Vehicles | - | 540,000 | 540,000 | 540,000 | - | - | | - | 1,080,000 |
| **TOTAL USES** | **-** | **540,000** | **540,000** | **540,000** | **-** | **-** | **-** | **-** | **1,080,000** |

**Solid Waste** Dept Priority

# Replace Commercial Dumpster Collection Front-end Loader 2 of 5

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

Purchase replacement 40-cubic yard front-end load truck for commercial dumpster collection. These vehicles provide for commercial waste and recycling throughout the community.

**Project Justification**

Systematic replacement of vehicles is necessary to keep the fleet in adequate operating condition and to provide efficient commercial dumpster collection (refuse and recycling) to our customers. The expected useful life of front-end load trucks is ten (10) years. Funds for the replacement of these vehicles is put in the Solid Waste Enterprise fund annually. The use of the Georgia Municipal Association loan program allows funding to be spread over a three year period. Out year funding will replace 2010 and 2012 vehicles. Funding in FY17-FY19 is the new 2017 commercial dumpster FEL truck.

**Impact on Annual Operating Expenses**

Initial maintenance cost would be lower due to warranty coverage.

**Financial Plan** Project ID: c0587

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Solid Waste Fund | (159,620) | 80,000 | 165,000 | 85,000 | 85,000 | 85,000 | 85,000 | 85,000 | 590,000 |
| **TOTAL SOURCES** | **(159,620)** | **80,000** | **165,000** | **85,000** | **85,000** | **85,000** | **85,000** | **85,000** | **590,000** |
| **USES** | | | | | | | | | |
| Capital - Vehicles | (159,620) | 80,000 | 165,000 | 85,000 | 85,000 | 85,000 | 85,000 | 85,000 | 590,000 |
| **TOTAL USES** | **(159,620)** | **80,000** | **165,000** | **85,000** | **85,000** | **85,000** | **85,000** | **85,000** | **590,000** |

**Solid Waste** Dept Priority

# Replace Mini-Packer Trucks 3 of 5

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

Replace four(4) 2015 Hino/New Way (8 yard) mini-packer trucks two used in residential operations (backyard and areas inaccessible by automated trucks) and two used in commercial curbside operations (Central Business District, Five Points and Prince Avenue to Normaltown corridor).

**Project Justification**

The Solid Waste Department currently uses four (4) 2015 mini-packer trucks for the residential and commercial curbside operations. These trucks should be replaced every five - seven years to capitalize on maintenance warranties, resale value and maintenance issues/costs exceed internal maintenance capabilities and budget. The use of the Georgia Municipal Association loan program allows funding to be spread over a three year period.

**Impact on Annual Operating Expenses**

Initial maintenance cost would be lower due to warranty coverage.

**Financial Plan** Project ID: New

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Solid Waste Fund | - | - | - | 135,000 | 135,000 | 135,000 | | - | 405,000 |
| **TOTAL SOURCES** | **-** | **-** | **-** | **135,000** | **135,000** | **135,000** | **-** | **-** | **405,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Vehicles | - | - | - | 135,000 | 135,000 | 135,000 | | - | 405,000 |
| **TOTAL USES** | **-** | **-** | **-** | **135,000** | **135,000** | **135,000** | **-** | **-** | **405,000** |

**Solid Waste** Dept Priority

# Mini-Packer Truck 4 of 5

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

Purchase replacement Mini-Packer Truck which is used daily to service Curbside, Commercial Trash/Recycling Customers throughout Athens-Clarke County. This truck will act as a back-up to all mini-packers in the current fleet. We currently have no back-up truck for the mini-packer fleet of four trucks.

**Project Justification**

The Solid Waste Department has over 100 small commercial businesses to service multiple times per week. Currently, staff has to share mini-packer trucks to get the routes done in the CBD, residential backyard and small business route which often hinders timely collection when sharing trucks. The use of the Georgia Municipal Association Loan program allows payments to be spread out over a three year period. This truck purchase will occur in FY18. The tentative replacement of the back-up mini-packer truck would be in FY24-FY26.

**Impact on Annual Operating Expenses**

Initial maintenance cost would be lower due to warranty coverage.

**Financial Plan** Project ID: c0750

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Solid Waste Fund | - | 34,000 | 34,000 | 34,000 | - | - | | 100,000 | 168,000 |
| **TOTAL SOURCES** | **-** | **34,000** | **34,000** | **34,000** | **-** | **-** | **-** | **100,000** | **168,000** |
| **USES** | | | | | | | | | |
| Capital - Vehicles | - | 34,000 | 34,000 | 34,000 | - | - | | 100,000 | 168,000 |
| **TOTAL USES** | **-** | **34,000** | **34,000** | **34,000** | **-** | **-** | **-** | **100,000** | **168,000** |

**Solid Waste** Dept Priority

# Replacement Roll-Off Container Truck 5 of 5

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

Purchase replacement roll-off container trucks which are used daily to service recycling drop-off centers and open top trash roll-offs throughout Athens-Clarke County. These trucks are used in a variety of applications both in the landfill and collection division environments.

**Project Justification**

The Solid Waste Department has a 2003, 2006 , 2011 and 2017 roll-off container trucks. The use of the Georgia Municipal Association Loan program allows payments to be spread out over a three year period. These trucks provide service to ten (10) drop-off centers and service over 40 open top containers. The 2003 is designated as a back-up unit and is used daily at the landfill (six days a week). These trucks have an expected ten(10) year life cycle if biosolid hauling ceases. The use of the Georgia Municipal Association loan program allows funding to be spread over a three year period. The 2003 is getting replaced this year, FY18. The 2006 will be given to the landfill for to replace the 2003. The 2011 will be replaced during the FY21-FY23 cycle. Tentative, 2017 will be replaced in FY27-FY29 cycle.

**Impact on Annual Operating Expenses**

Initial maintenance cost would be lower due to warranty coverage.

**Financial Plan** Project ID: c0605

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Landfill Fund | (110,593) | 114,000 | 114,000 | 59,000 | 67,000 | 67,000 | 67,000 | 200,000 | 574,000 |
| **TOTAL SOURCES** | **(110,593)** | **114,000** | **114,000** | **59,000** | **67,000** | **67,000** | **67,000** | **200,000** | **574,000** |
| **USES** | | | | | | | | | |
| Capital - Vehicles | (110,593) | 114,000 | 114,000 | 59,000 | 67,000 | 67,000 | 67,000 | 200,000 | 574,000 |
| **TOTAL USES** | **(110,593)** | **114,000** | **114,000** | **59,000** | **67,000** | **67,000** | **67,000** | **200,000** | **574,000** |

**Transit** Dept Priority

# Matching Funds for Transit Capital Improvement Grants 1 of 2

CS, Transportation Project Timeline: Ongoing - Ongoing

## Project Description

Provides the local match funds for various Federal and State Transit Capital Grants. Typical funding is 80% Federal-20% local match. Some projects may receive a 10% state match, if State funding is appropriated. Federal Capital Grants have previously been submitted to and Proposed by the M&C and been properly executed. The Projects receiving annual grants and matching dollars are for replacements and expansions of transit vehicles (buses, demand response vans, and support vehicles) capital maintenance items and equipment, transit facility improvements, bus shelters, benches and other various transit related capital equipment. This project corresponds to the 2015-2018 Transportation Improvement Plan (TIP) and the Madison Athens Clarke Oconee Regional Transportation Study (MACORTS) 2019-20 Second Tier projects listing and 2040 Long Range Plan Transportation Plan.

## Project Justification

The Federal Transit Administration and the Georgia Department of Transportation recommend replacement of transit buses when they are 10 or 12 years old and vans when they are 5 or 7 years old, depending on FTA useful life rating by specific vehicle type. The average cost for a hybrid electric bus is $725,000 per bus and $85,000 for vans. All grants require a minimum 20% local match, which is reflected in the increased funding levels. It's anticipated that Federal funding will be available in FY19 for various vehicle replacements, capital maintenance items and other capital equipment replacements. TSPLOST 2017 funding is available to cover the local match required for all vehicle replacements and Bus Stop Facilities Improvements in FY19-23 years. Note: Buses ordered in 2018 and 2019, will not be delivered until spring of calendar 2019 or 2020. (Funding sources identified in FY22-23 and FY24-28 are not approved )

## Impact on Annual Operating Expenses

The SPLOST 2011 Project # 7, Transit Vehicles and Bus Stop Improvements program will provide for the replacement of older transit vehicles or acquisition of new vehicles to expand service and for capital improvements to system bus stops. Capital improvements are to include installation of signage, pad pavement, seating, covered shelters, landscaping, bicycle racks, route information, and related bus stop improvements. This is a continuation of a SPLOST 2005, 2011 and TSPLOST 2017 program.

## Financial Plan

Project ID: c0376

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 62,260 | 50,000 | - | 65,000 | 70,000 | 75,000 | 80,000 | 400,000 | 690,000 |
| TSPLOST 2017 Cap Proj Fund | - | 723,300 | 963,000 | 776,000 | 1,261,000 | 776,000 | 776,000 | 3,888,000 | 8,440,000 |
| **TOTAL SOURCES** | **62,260** | **773,300** | **963,000** | **841,000** | **1,331,000** | **851,000** | **856,000** | **4,288,000** | **9,130,000** |
| **USES** | | | | | | | | | |
| Capital - Vehicles/Facilities | 62,260 | 773,300 | 963,000 | 841,000 | 1,331,000 | 851,000 | 856,000 | 4,288,000 | 9,130,000 |
| **TOTAL USES** | **62,260** | **773,300** | **963,000** | **841,000** | **1,331,000** | **851,000** | **856,000** | **4,288,000** | **9,130,000** |

**Transit** Dept Priority

# Update Transit Plans and Transit Studies 2 of 2

AI, Transportation Project Timeline: FY19 - FY23

**Project Description**

Annually revises 2017-2021 Transit development plan, a five-year action plan to improve planning, funding, and delivery of public transit services in Athens-Clarke County. Based on recommendations from the Mayor and Commission directed Transit Feasibility study that reviewed Athens Transit Systems current operations, service delivery, a demand analysis, various surveys, and developed a plan for increasing services system wide.

**Project Justification**

This is a continuation of the Transit Feasibility study that was directed by Mayor and Commission and is a Federally mandated TDP. A study which is required once every five years by Federal guidelines.

**Impact on Annual Operating Expenses**

Staff will request additional funding through the Federal Grant process for FY19 and the out years for additional studies that may or will be required based on recommendations of upcoming Transit services study. General Capital Funds will be needed for local match to grant requests.

**Financial Plan** Project ID: c0703

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 32,500 | - | - | - | 30,000 | - | - | 150,000 | 180,000 |
| Grants | - | - | - | - | 125,000 | - | | 500,000 | 625,000 |
| **TOTAL SOURCES** | **32,500** | **-** | **-** | **-** | **155,000** | **-** | **-** | **650,000** | **805,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Other | - | - | - | - | 155,000 | - | - | 650,000 | 805,000 |
| Capital - Vehicles | 32,500 | - | - | - | - | - | - | - | - |
| **TOTAL USES** | **32,500** | **-** | **-** | **-** | **155,000** | **-** | **-** | **650,000** | **805,000** |

**Transportation & Public Works** Dept Priority

# Signal Replacement 1 of 15

CS, Transportation Project Timeline: Ongoing - Ongoing

**Project Description**

Athens-Clarke County is responsible for the routine maintenance and efficient operation of 172 traffic signals (90 are owned by ACC; 76 are owned by GDOT; and 6 are owned by UGA). The life cycle for existing traffic signal equipment, to keep it operating efficiently and have it responsive to traffic flows, is approximately 13 years. Funds will be used to purchase and install equipment necessary to rebuilding aging traffic signals including poles, controller equipment, signal heads, signal wire, and miscellaneous equipment. Should a new traffic signal become warranted, this capital budget would fund installation.

**Project Justification**

The costs to maintain traffic signal equipment increase as the equipment ages beyond 13 years. The current average age of the 90 traffic signals owned by ACCUG is about 22 years. At current funding levels, it is expected that this number would continue to grow. With increased age, required maintenance repairs also increase which affects the Department's operating budget. Further, the increased likelihood of malfunctions threatens the safety and efficiency of the overall traffic signal system. The proposed funding levels would achieve a sustainable 13-year replacement cycle by FY22, considering costs of a new traffic signal to range between $100k and $175k in present dollars. Specifically, Traffic Engineering would be able deliver 24 priority traffic signal rebuilds (which have an average age of 36 years) over the next five fiscal years based on these funding levels.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0094

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 79,702 | 200,000 | - | 619,600 | 828,900 | 1,057,500 | 1,057,500 | 5,287,500 | 8,851,000 |
| SPLOST 2011 Cap Proj Fund | - | - | 100,000 | - | - | - | - | - | 100,000 |
| **TOTAL SOURCES** | **79,702** | **200,000** | **100,000** | **619,600** | **828,900** | **1,057,500** | **1,057,500** | **5,287,500** | **8,951,000** |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | 79,702 | 200,000 | 100,000 | 619,600 | 828,900 | 1,057,500 | 1,057,500 | 5,287,500 | 8,951,000 |
| **TOTAL USES** | **79,702** | **200,000** | **100,000** | **619,600** | **828,900** | **1,057,500** | **1,057,500** | **5,287,500** | **8,951,000** |

**Transportation & Public Works** Dept Priority

# Upgrade Overhead Street Name Signs 2 of 15

CS, Transportation Project Timeline: Ongoing - Ongoing

**Project Description**

This program upgrades street name signs overhead (traffic signal) and ground mounted throughout Athens-Clarke County. Many of the ground mounted street name signs on the classified roadway system do not comply with current MUTCD standards for size and reflectivity. There are signs (street name and regulatory/warning traffic signs) on residential streets that are non-reflective due to extreme age and are not compliant MUTCD requirements causing safety and wayfinding issues. The program will aid with addressing the large number of non-standard, non-reflective, and non-compliant signs.

**Project Justification**

This project will install street name signs at the intersections and improve the reflectivity to "diamond grade" sheeting material which will make the signs significantly more visible at night and comply with MUTCD requirements. Additionally, new signs will have block numbers on them to aid emergency services personnel and visitors to Athens-Clarke County. The project also includes the replacement of traffic signs within residential neighborhoods that have outlived their life cycle (some over 30 years old) and will support a long-term plan to have all traffic signs meet the current MUTCD reflectivity standard. The life cycle for roadway signs is 10 years, and there are approximately 33,000 signs in Athens-Clarke County. The proposed funding levels would achieve a sustainable 10-year replacement cycle by FY23 considering an average replacement cost per sign of $150.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0544

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 55,490 | 30,000 | 100,000 | 218,000 | 312,000 | 406,000 | 500,000 | 2,500,000 | 4,036,000 |
| **TOTAL SOURCES** | **55,490** | **30,000** | **100,000** | **218,000** | **312,000** | **406,000** | **500,000** | **2,500,000** | **4,036,000** |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | 55,490 | 30,000 | 100,000 | 218,000 | 312,000 | 406,000 | 500,000 | 2,500,000 | 4,036,000 |
| **TOTAL USES** | **55,490** | **30,000** | **100,000** | **218,000** | **312,000** | **406,000** | **500,000** | **2,500,000** | **4,036,000** |

**Transportation & Public Works** Dept Priority

# Pavement Maintenance Program 3 of 15

CS, Transportation Project Timeline: Ongoing - Ongoing

## Project Description

This Life Cycle program provides for the maintenance, repair, and reconstruction of pavements on Athens-Clarke County roads. The majority of the maintenance work is performed by a contractor under the direction of the Engineering Division within the Transportation & Public Works Department.

## Project Justification

This program is critical to the effective operation of our transportation system and benefits all the citizens and motorists in Athens-Clarke County. ACCUG is responsible for approximately 130 lane-miles of arterial roads, 290 lane-miles of collector roads, and 845 lane-miles of local roads. According to the included analysis, pavement rehabilitation is a life cycle item with an estimated annual capital cost of approximately $5.2 million, and this is expected to grow at a rate of 4% per year due to market forces. The Department's goal and industry standard sets a resurfacing frequency of 10 years for arterials, 15 years for collectors, and 20 years for local roads. Frequencies longer than these recommendations result in failing roadway structures and increased rehabilitation costs. This funding proposal equates to resurfacing 75 lane-miles annually for a weighted frequency of about 17 years by FY23. Current funding levels allow for an approximate 40 year resurfacing frequency. Given the ongoing underfunding of PMP, the funding deficit will continue to grow without the proposed, significant funding increases.

## Impact on Annual Operating Expenses

The PMP Inspector position is fully funded through PMP General Capital funds, thereby reducing Annual Operating Expenses by ≈$70,000 each year (adjusted for inflation)

## Financial Plan

Project ID: c0183

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 1,059,822 | 600,000 | - | 1,099,000 | 2,249,000 | 2,798,000 | 3,348,000 | 18,924,000 | 28,418,000 |
| Grants | - | 1,200,000 | 1,315,000 | 1,420,000 | 1,530,000 | 1,650,000 | 1,780,000 | 11,260,000 | 18,955,000 |
| *TSPLOST | | 345,810 | 5,166,480 | 5,153,860 | 4,688,480 | 5,265,690 | 4,211,680 | - | 24,486,190 |
| SPLOST 2011 Cap Proj Fund | - | 1,097,800 | 1,001,000 | 1,350,000 | - | - | | - | 2,351,000 |
| Future SPLOST Est. Funding | - | - | - | - | 1,000,000 | 1,000,000 | 1,000,000 | 5,000,000 | 8,000,000 |
| **TOTAL SOURCES** | **1,059,822** | **3,243,610** | **7,482,480** | **9,022,860** | **9,467,480** | **10,713,690** | **10,339,680** | **35,184,000** | **82,210,190** |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | 1,059,822 | 3,188,610 | 7,412,480 | 8,951,460 | 9,394,680 | 10,639,390 | 10,263,880 | 34,909,000 | 81,570,890 |
| Capital - Other | - | 55,000 | 70,000 | 71,400 | 72,800 | 74,300 | 75,800 | 275,000 | 639,300 |
| **TOTAL USES** | **1,059,822** | **3,243,610** | **7,482,480** | **9,022,860** | **9,467,480** | **10,713,690** | **10,339,680** | **35,184,000** | **82,210,190** |

**Estimated assuming no bonding of TSPLOST program*

**Transportation & Public Works** Dept Priority

# Bridge Improvement & Replacement Program 4 of 15

CS, Transportation Project Timeline: Ongoing - Ongoing

**Project Description**

This program provides maintenance, rehabilitation, and construction on bridges along ACCUG roads throughout Athens-Clarke County. Locations of bridge work and projects are identified by the Georgia Department of Transportation's Bi-annual Bridge Inspection Report and by Athens-Clarke County Transportation & Public Works staff.

**Project Justification**

Most bridge structures in Athens-Clarke County can achieve a service life of 50 years or greater with timely maintenance and upkeep. However, several bridges, while structurally safe, do not meet current design standards for travel lanes, pedestrian/bike facilities, and other requirements. Funding for the program will be prioritized for maintenance and rehabilitation work, and to meet current design standards. Additional funding has been included from the SPLOST 2011 and TSPLOST programs.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0449

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 569,647 | 75,000 | - | 50,000 | 50,000 | 100,000 | 100,000 | 500,000 | 800,000 |
| SPLOST 2011 Cap Proj Fund | - | 241,000 | 50,000 | 83,600 | - | - | - | - | 133,600 |
| *TSPLOST (Tallassee Rd) | - | - | - | - | 285,000 | 596,900 | 4,938,100 | - | 5,820,000 |
| **TOTAL SOURCES** | **569,647** | **316,000** | **50,000** | **133,600** | **335,000** | **696,900** | **5,038,100** | **500,000** | **6,753,600** |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | 569,647 | 276,000 | 50,000 | 133,600 | 50,000 | - | 5,038,100 | 500,000 | 5,771,700 |
| Capital - Land | - | - | - | - | - | 450,000 | - | - | 450,000 |
| Capital - Other | - | 40,000 | - | - | 285,000 | 246,900 | - | - | 531,900 |
| **TOTAL USES** | **569,647** | **316,000** | **50,000** | **133,600** | **335,000** | **696,900** | **5,038,100** | **500,000** | **6,753,600** |

**Estimated assuming no bonding of TSPLOST program*

**Transportation & Public Works** Dept Priority

# Roadway Safety Devices Life Cycle Replacement 5 of 15

CS, Transportation Project Timeline: Ongoing - Ongoing

## Project Description

Transportation & Public Works installs three (3) primary roadway safety devices: pavement markings, raised pavement markers, and guardrails. Pavement markings include the installation and replacement of thermoplastic markings and painted markings, long-line striping and intersection lines throughout Athens-Clarke County. Raised pavement markers include the replacement and installation of pavement markers and fire hydrant location identifiers. Guardrail is part of a continuing program that includes installation of new guardrails where applicable.

## Project Justification

Providing for safe travel on Athens-Clarke County roadways is the top priority of the Transportation & Public Works Department. These devices enhance safety, reduce crash severity, and increase the visibility of lane markings during bad weather and at night. There are 430 lane miles roadway on which ACCUG maintains striping. The striping materials used have an average life span of 5 years. While resurfacing costs include pavement markings as applicable, reapplication of pavement markings is required between pavement maintenance activities. The proposed funding levels would achieve a sustainable 5-year replacement cycle by FY23 considering an average remarking cost of $8,800 per lane mile to install through contracted labor.

## Impact on Annual Operating Expenses

No Impact

## Financial Plan

Project ID: c0428

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 41,708 | 75,000 | 100,000 | 173,000 | 222,000 | 271,000 | 320,000 | 3,060,000 | 4,146,000 |
| **TOTAL SOURCES** | **41,708** | **75,000** | **100,000** | **173,000** | **222,000** | **271,000** | **320,000** | **3,060,000** | **4,146,000** |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | 41,708 | 75,000 | 100,000 | 173,000 | 222,000 | 271,000 | 320,000 | 3,060,000 | 4,146,000 |
| **TOTAL USES** | **41,708** | **75,000** | **100,000** | **173,000** | **222,000** | **271,000** | **320,000** | **3,060,000** | **4,146,000** |

**Transportation & Public Works** Dept Priority

# Streetlight Utility Feasibility (New) 6 of 15

AI, Other Project Timeline: FY19 - Ongoing

## Project Description

This project funds a feasibility study to evaluate the possibility of a new streetlight utility enterprise. The study would include data collection, assessment of the current streetlight program, feasibility of a streetlight utility, and a final report inclusive of recommendations on a potential enterprise and fee structures. Given the ongoing Stormwater Utility Fee Review currently in progress, staff recommends M&C approve a change order to the current contract to capitalize on overlapping efforts between the two scopes. The FY19 request is reflective of that recommendation. Upon completion, M&C would be provided an opportunity to implement the new utility which would remove current and future streetlight costs from General Fund obligation. If approved, future operating and capital funding would be out of the new enterprise fund. A streetlight utility would be a continuing program to provide streetlights and lighting services throughout Athens-Clarke County.

## Project Justification

The purpose of the streetlight program is to fund the illumination public streets at a level that provides reasonably safe and secure conditions for pedestrian, bicycle, transit, and vehicular traffic within the public rights of way. Pending completion of the feasibility analysis, M&C would have the opportunity to determine the level and scope of services provided by the enterprise. If approved, future operating and capital funding would be generated through the new Streetlight Utility Enterprise fund.

## Impact on Annual Operating Expenses

This project does not adversely affect the General Fund. If a streetlight utility fee were approved, the enterprise would fund a Streetlight Coordinator position at an approximate annual cost of $60k (Salary & Benefits). This position would also include a new vehicle and minor operating expenses which would also be funded out of the new enterprise.

## Financial Plan

Project ID: c0779

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | - | 40,000 | - | - | - | - | - | 40,000 |
| Other (Streetlight Utility Enterprise Fund) | | - | - | 122,000 | 100,000 | 100,000 | 100,000 | 500,000 | 922,000 |
| **TOTAL SOURCES** | **-** | **-** | **40,000** | **122,000** | **100,000** | **100,000** | **100,000** | **500,000** | **962,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | - | - | - | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 | 900,000 |
| Capital - Vehicles | - | - | - | 22,000 | - | - | - | - | 22,000 |
| Other | - | - | 40,000 | - | - | - | - | - | 40,000 |
| **TOTAL USES** | **-** | **-** | **40,000** | **122,000** | **100,000** | **100,000** | **100,000** | **500,000** | **962,000** |

**Transportation & Public Works** Dept Priority

# Traffic Data Collection 7 of 15

AI, Transportation Project Timeline: FY18 - Ongoing

**Project Description**

Consultant contracted collection of intersection peak hour(s) turning movement count data to be used for traffic signal timing and signal system timing plan development and traffic engineering studies. In Athens-Clarke County there are 172 traffic signalized intersections, 72 of which are on major corridors and are coordinated. As traffic patterns change over time, signal timing and system plans require updates and adjustments.

**Project Justification**

The major corridors are past due for timing plan updates, which creates excessive delays during peak hours. In order to create updated timing/system plans, peak hour(s) intersection turning movement data is needed. Collecting intersection turning movement data requires a person or persons to physically sit at the intersection and count all vehicles, pedestrians, and bicycles for each approach and movement. The Traffic Engineering Division has two staff members dedicated to traffic studies, and the data collection need exceeds staff resources. Contracting field data collection allows enough time for staff to focus on entering the data into signal software, creating timing plans, and entering the updated timing plans.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0759

| | **FY17** *End. Bal.* | **FY18** *Budget* | **FY19** *Approved* | **FY20** *Proposed* | **FY21** *Proposed* | **FY22** *Proposed* | **FY23** *Proposed* | **FY24-28** *Proposed* | **Total** *Proposed* |
|---|---|---|---|---|---|---|---|---|---|
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | 30,000 | - | 30,000 | - | 30,000 | 30,000 | 180,000 | 270,000 |
| **TOTAL SOURCES** | **-** | **30,000** | **-** | **30,000** | **-** | **30,000** | **30,000** | **180,000** | **270,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Other | - | 30,000 | - | 30,000 | - | 30,000 | 30,000 | 180,000 | 270,000 |
| **TOTAL USES** | **-** | **30,000** | **-** | **30,000** | **-** | **30,000** | **30,000** | **180,000** | **270,000** |

**Transportation & Public Works** Dept Priority

# Local Road Improvement Projects 8 of 15

AI, Transportation Project Timeline: Ongoing - Ongoing

**Project Description**

The Local Road Improvement Program includes safety and operational transportation improvements to key intersections, interchanges, and roadway segments within Athens-Clarke County's roadway network. As traffic and safety patterns change over time, it is important to continually address and improve roadway conditions. These changes may include, but are not limited to innovative intersections, additional lanes, signalization, improved alignment, increased sight distances, and pedestrian / bicycle improvements.

**Project Justification**

The safe and efficient operation of traffic through intersections and corridors is a key component in allowing roadways to function at high levels of service. By upgrading selected roadways and intersections throughout ACC, the roadway system will be improved and used more effectively and safely. TSPLOST funding was allocated to two projects: Downtown Infrastructure (Clayton Street) and South Milledge at Whitehall Road. Once 2011 SPLOST and TSPLOST funding end in FY20, additional capital will be required from General Capital or other sources to continue improvements to the transportation network.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0281

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 498,006 | 75,000 | - | 75,000 | 62,000 | 113,000 | 100,000 | 625,000 | 975,000 |
| SPLOST 2011 Cap Proj Fund | - | 1,231,000 | 262,000 | 2,677,400 | - | - | - | - | 2,939,400 |
| *TSPLOST | - | 222,500 | 6,001,490 | 3,085,100 | - | - | - | - | 9,086,590 |
| **TOTAL SOURCES** | **498,006** | **1,528,500** | **6,263,490** | **5,837,500** | **62,000** | **113,000** | **100,000** | **625,000** | **13,000,990** |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | 498,006 | 1,468,500 | 6,203,490 | 5,776,500 | - | 50,000 | 15,000 | 200,000 | 12,244,990 |
| Capital - Other | | 60,000 | 60,000 | 61,000 | 62,000 | 63,000 | 85,000 | 425,000 | 756,000 |
| **TOTAL USES** | **498,006** | **1,528,500** | **6,263,490** | **5,837,500** | **62,000** | **113,000** | **100,000** | **625,000** | **13,000,990** |

**Transportation & Public Works** Dept Priority

# Expand Fiber Optic Cable Communications System 9 of 15

AI, Transportation Project Timeline: Ongoing - Ongoing

**Project Description**

Fiber optic cable is the most efficient means of providing the needed communication link between traffic signals and the Traffic Control Center (TCC) to manage traffic signal timing and operations. The project will expand and maintain the current fiber optic cable system which includes the fiber cable, Ethernet equipment, and infrastructure at the TCC. The system is also utilized by the Computer Information Services Department to provide server connectivity to ACCUG's remote facilities. The FY19 request includes funding for a new vehicle for $22k required if the new position is approved.

**Project Justification**

Traffic signal systems have specific timing plans that rely on interconnection to ensure that the plans remain in step with one anther. Further, interconnection allows for instant modifications at the TCC based on real-time conditions. Currently, only about 40 percent of the traffic signals are interconnected and many do not communicate with the TCC. The completion of these communication gaps is critical to reduce travel time and unnecessary delay for drivers on the roadways.

**Impact on Annual Operating Expenses**

A new FY19 operating request for a Fiber Technician position within this project would add an additional $68k to subsequent years' operating expenses (Salary & Benefits). This position request will also include a new vehicle for $22k (included in the FY19 capital request below, contingent on the position's approval).

**Financial Plan** Project ID: c0704

| | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** | **FY24-28** | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | - | 30,000 | 50,000 | 30,000 | 30,000 | 30,000 | 40,000 | 230,000 | 410,000 |
| **TOTAL SOURCES** | **-** | **30,000** | **50,000** | **30,000** | **30,000** | **30,000** | **40,000** | **230,000** | **410,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | - | 30,000 | 28,000 | 30,000 | 30,000 | 30,000 | 40,000 | 230,000 | 388,000 |
| Capital - Fleet | | - | 22,000 | - | - | - | - | - | 22,000 |
| **TOTAL USES** | **-** | **30,000** | **50,000** | **30,000** | **30,000** | **30,000** | **40,000** | **230,000** | **410,000** |

**Transportation & Public Works** Dept Priority

# Stormwater Improvement Prog / Areawide 10 of 15

CS, Equipment Project Timeline: Ongoing - Ongoing

**Project Description**

This is a continuing program of constructing improvements for publicly-owned stormwater management facilities located throughout Athens-Clarke County. Exact project locations are determined through the Areawide Stormwater Master Plan, the requirements of the NPDES Phase II permit, the Live Stream Pipe Replacement Program, and the Watershed Master Plan. Please note, the program reflects only the capital improvements associated with stormwater improvements since the operating and general maintenance costs are included in the Stormwater Enterprise Fund annual budget.

**Project Justification**

The purpose of this program is to continue the implementation of water quality and quantity projects identified in the Areawide Stormwater Master Plan, Watershed Master Plan, and Live Stream Pipe Replacement Program. The program includes the repair and upgrade of existing facilities and construction of new stormwater management facilities. Priority for design and construction is based on a rating systems approved by Mayor and Commission.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0033

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| Storm Water Utility Fund | 1,841,261 | 2,700,000 | 1,100,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 | 2,900,000 |
| SPLOST 2011 Cap Proj Fund | 1,737,847 | 215,000 | 215,000 | 80,000 | - | - | - | - | 295,000 |
| **TOTAL SOURCES** | **3,579,108** | **2,915,000** | **1,315,000** | **280,000** | **200,000** | **200,000** | **200,000** | **1,000,000** | **3,195,000** |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | 3,579,108 | 2,825,000 | 1,225,000 | 190,000 | 190,000 | 190,000 | 190,000 | 950,000 | 2,935,000 |
| Capital - Land | - | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 50,000 | 100,000 |
| Capital - Other | - | 80,000 | 80,000 | 80,000 | - | - | - | - | 160,000 |
| **TOTAL USES** | **3,579,108** | **2,915,000** | **1,315,000** | **280,000** | **200,000** | **200,000** | **200,000** | **1,000,000** | **3,195,000** |

**Transportation & Public Works** Dept Priority

# Pedestrian Safety and Traffic Calming Improvements 11 of 15

AI, Transportation Project Timeline: Ongoing - Ongoing

**Project Description**

This project will fund transportation projects to improve pedestrian safety and traffic calming improvements throughout Athens-Clarke County. This program is aimed at constructing crosswalk improvements at new and existing locations to provide safer pedestrian crossings at unsignalized locations. Required signage, thermoplastic markings, countdown pedestrian signals, and Rapid Flashing Beacon systems at these locations may be installed based on an engineering study and the documented need of increased safety measures. All improvements shall be consistent with the installation guidelines for marked crosswalks as adopted by the Mayor and Commission. Additionally, this project provides funding to identify and support small-scale Roadway Safety Audit projects.

**Project Justification**

Additional signage, markings, and Rapid Flashing Beacon systems, when installed in a systematic and warranted manner, have all been proven to be an effective measure at increasing motorist awareness of crossing pedestrians and bicyclists. Therefore, prior to the installation of any additional warning devices, an engineering study is needed to determine if additional warnings are necessary and what is the most appropriate measure or device to be installed.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0392

| | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** | **FY24-28** | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 69,485 | - | - | 25,000 | 25,000 | 25,000 | 35,000 | 175,000 | 285,000 |
| **TOTAL SOURCES** | **69,485** | **-** | **-** | **25,000** | **25,000** | **25,000** | **35,000** | **175,000** | **285,000** |
| | | | | | | | | | |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | 69,485 | - | - | 25,000 | 25,000 | 25,000 | 35,000 | 175,000 | 285,000 |
| **TOTAL USES** | **69,485** | **-** | **-** | **25,000** | **25,000** | **25,000** | **35,000** | **175,000** | **285,000** |

**Transportation & Public Works** Dept Priority

# School Area Infrastructure 12 of 15

CS, Transportation Project Timeline: Ongoing - Ongoing

**Project Description**

This project includes small roadway, drainage, and pedestrian improvement projects in close proximity to Clarke County school sites where infrastructure projects have been identified. Improvements are often relative to a need that either currently exists or is created by school expansion. Funds from previous years, for example, have been used to convert electric school flashers to solar power at various elementary schools sites throughout Athens-Clarke County.

**Project Justification**

In the past, these types of improvement projects immediately adjacent to schools have been handled within the current operating budget of Transportation & Public Works, typically at the expense of other infrastructure needs. This capital project has allowed Transportation & Public Works to continue to address these infrastructure needs from a dedicated source of funds. Eligible projects include small intersection improvements, crosswalk modifications, and stormwater conveyance system upgrades. Staff has completed crosswalk and pedestrian modifications through the Roadway Safety Audit process to be addressed in FY19.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0545

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 39,750 | 30,000 | - | 30,000 | 30,000 | 30,000 | 30,000 | 150,000 | 270,000 |
| SPLOST 2011 Cap Proj Fund | - | - | 30,000 | - | - | - | - | - | 30,000 |
| **TOTAL SOURCES** | **39,750** | **30,000** | **30,000** | **30,000** | **30,000** | **30,000** | **30,000** | **150,000** | **300,000** |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | 39,750 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 150,000 | 300,000 |
| **TOTAL USES** | **39,750** | **30,000** | **30,000** | **30,000** | **30,000** | **30,000** | **30,000** | **150,000** | **300,000** |

**Transportation & Public Works** Dept Priority

# Sidewalk and Other Improvements 13 of 15

AI, Transportation Project Timeline: Ongoing - Ongoing

**Project Description**

The purpose of this project is to construct a comprehensive pedestrian system which provides enhanced pedestrian safety and accessibility. Annual project locations have typically focused on Athens-Clarke County owned arterial and collector roadways along bus routes in commercial and multi-family zoned areas that meet pedestrian needs for schools, shopping areas, recreation facilities, and access to public transportation. Recently there has been an additional focus on filling gaps in the existing sidewalk network as an interim project during creation of the comprehensive Bicycle and Pedestrian Master Plan.

**Project Justification**

The FY18-FY20 budget years incorporate funding from the SPLOST 2011 referendum project Pedestrian Safety and Safe Routes to School Program, and funding from the TSPLOST referendum is anticipated to be available for FY19 through FY23. The purpose of pedestrian improvements is to provide a safe and accessible pedestrian network throughout Athens-Clarke County. Improvements are to be guided through the Bicycle and Pedestrian Master Plan currently under development.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0071

| | **FY17** | **FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** | **FY24-28** | **Total** |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 78,215 | - | - | - | 125,000 | 125,000 | 150,000 | 750,000 | 1,150,000 |
| SPLOST 2011 Cap Proj Fund | - | 628,000 | 450,000 | 782,000 | - | - | - | - | 1,232,000 |
| *TSPLOST | - | - | 768,000 | 3,227,000 | 5,460,500 | 2,951,950 | 2,142,550 | - | 14,550,000 |
| **TOTAL SOURCES** | **78,215** | **628,000** | **1,218,000** | **4,009,000** | **5,585,500** | **3,076,950** | **2,292,550** | **750,000** | **16,932,000** |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | 78,215 | 523,000 | 893,000 | 3,009,000 | 4,185,500 | 2,326,950 | 1,692,550 | 525,000 | 12,632,000 |
| Capital - Land | - | 30,000 | 200,000 | 600,000 | 850,000 | 450,000 | 350,000 | 50,000 | 2,500,000 |
| Capital - Other | - | 75,000 | 125,000 | 400,000 | 550,000 | 300,000 | 250,000 | 175,000 | 1,800,000 |
| **TOTAL USES** | **78,215** | **628,000** | **1,218,000** | **4,009,000** | **5,585,500** | **3,076,950** | **2,292,550** | **750,000** | **16,932,000** |

**Estimated assuming no bonding of TSPLOST program*

**Transportation & Public Works** Dept Priority

# Bicycle Transportation Improvements 14 of 15

AI, Transportation Project Timeline: FY01 - Ongoing

**Project Description**

This is a continuing program to construct and provide bicycle lanes and facilities at needed locations throughout Athens-Clarke County as identified in the Bicycle & Pedestrian Master Plan for Athens-Clarke County. Future projects will address bicycle connectivity needs throughout Athens-Clarke County consistent with the recommendation of the Master Plan.

**Project Justification**

The purpose of this program is to continue constructing a comprehensive bicycle network that enhances bicycle safety and accessibility. This program includes construction of bicycle lanes and installation of signs along streets identified in the Bicycle & Pedestrian Master Plan. Funds are used to leverage state and federal transportation dollars, when possible.

**Impact on Annual Operating Expenses**

No Impact

**Financial Plan** Project ID: c0211

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 22,692 | - | - | 25,000 | 25,000 | 25,000 | 200,000 | 1,000,000 | 1,275,000 |
| SPLOST 2011 Cap Proj Fund | 1,403,479 | 671,000 | 222,000 | 900,000 | - | - | - | - | 1,122,000 |
| *TSPLOST | - | - | 425,000 | 1,177,580 | 2,282,020 | 1,905,400 | 30,000 | - | 5,820,000 |
| **TOTAL SOURCES** | **1,426,172** | **671,000** | **647,000** | **2,102,580** | **2,307,020** | **1,930,400** | **230,000** | **1,000,000** | **8,217,000** |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | 1,426,172 | 646,000 | 422,000 | 1,427,580 | 1,582,020 | 1,330,400 | 150,000 | 680,000 | 5,592,000 |
| Capital - Land | - | - | 125,000 | 425,000 | 450,000 | 375,000 | 50,000 | 200,000 | 1,625,000 |
| Capital - Other | - | 25,000 | 100,000 | 250,000 | 275,000 | 225,000 | 30,000 | 120,000 | 1,000,000 |
| **TOTAL USES** | **1,426,172** | **671,000** | **647,000** | **2,102,580** | **2,307,020** | **1,930,400** | **230,000** | **1,000,000** | **8,217,000** |

**Estimated assuming no bonding of TSPLOST program*

**Transportation & Public Works** Dept Priority

# Corridor Management Program 15 of 15

AI, Transportation Project Timeline: Ongoing - Ongoing

## Project Description

This project includes the development and delivery of improvements to major corridors of the community to improve both function and appearance. Strategies and improvements include corridor studies to identify needs and improve business development, infrastructure improvements to resolve transportation and traffic problems, and projects to improve physical appearance of the corridors. It is expected that this project will result in improved appearance, safety, and operation to key corridors in Athens-Clarke County.

## Project Justification

This project will promote economic development, enhance the quality of life, and preserve and enhance community assets. This program provides an opportunity to continually improve the right of way on key corridors throughout Athens-Clarke County. Lack of improvement to these corridors is detrimental to area business sustainability and traffic operations.

## Impact on Annual Operating Expenses

No Impact

## Financial Plan

Project ID: c0201

| | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | FY23 | FY24-28 | Total |
|---|---|---|---|---|---|---|---|---|---|
| | *End. Bal.* | *Budget* | *Approved* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* | *Proposed* |
| **SOURCES** | | | | | | | | | |
| General Capital Fund | 331,085 | 25,000 | - | 25,000 | 25,000 | 25,000 | 25,000 | 300,000 | 400,000 |
| *TSPLOST | | | 200,000 | 400,000 | 830,000 | 6,745,000 | 3,465,000 | - | 11,640,000 |
| **TOTAL SOURCES** | **331,085** | **25,000** | **200,000** | **425,000** | **855,000** | **6,770,000** | **3,490,000** | **300,000** | **12,040,000** |
| **USES** | | | | | | | | | |
| Capital - Infrastructure | 331,085 | 15,000 | 190,000 | 415,000 | 845,000 | 6,760,000 | 3,480,000 | 250,000 | 11,940,000 |
| Capital - Other | - | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 50,000 | 100,000 |
| **TOTAL USES** | **331,085** | **25,000** | **200,000** | **425,000** | **855,000** | **6,770,000** | **3,490,000** | **300,000** | **12,040,000** |

**Estimated assuming no bonding of TSPLOST program*

# Budgets By Fund

This section provides summary budget information by Fund for revenues and expenditures. A Fund is an individual accounting entity which segregates expenditures, revenues, and other transactions for a specific group of activities.

In addition, this section includes a listing of Interfund Transfers (E-34).

The **General Fund** budget supports the major portion of basic governmental services such as police, fire, judicial, planning, public works, leisure services, etc. These services are primarily supported from tax revenues such as the property tax and the sales tax.

**Special Revenue Funds** are established to account for specific revenue sources that are usually legally restricted. These include:

- Hotel/Motel Tax
- Community Development Block Grant (CDBG)
- Emergency Telephone (E911)
- Revolving Loan Fund
- HOME Grant Program
- Grants (All other grant programs)
- Alternative Dispute Resolution (ADR)
- Affordable Housing Fund
- Supportive Housing Fund
- Special Programs and Initiatives Fund
- Building Inspection
- Sheriff Inmate Fund
- Corrections Inmate Fund

**Capital Projects Funds** are used to account for financial resources for the acquisition and construction of major Capital Facilities. This includes the General Capital Projects Fund for capital projects which are not accounted for in the General Fund and the Public Facilities Authority Fund which accounts for the revenues and expenditures for maintenance and debt service for the Department of Family and Children Services Building. Capital Projects Funds also include the Economic Development Fund which accounts for revenues and expenditures for infrastructure improvements needed to recruit new or expansions of existing industries and the Development Authority Capital Projects Fund.

**Enterprise Funds** are used to account for operations which are similar to a private business enterprise or the governing body has identified a need to account for an operation in this manner. These include:

- Airport
- Landfill
- Transit
- Water & Sewer
- Solid Waste Collection
- Stormwater Utility

**Internal Service Funds** are used to account for the operations of departments which provide goods and services to other government departments or agencies on a cost reimbursement basis. These include:

- Internal Support
- Fleet Management
- Fleet Replacement
- Self-Funded Insurance & Claims
- Self-Funded Health Insurance

**SUMMARY FY2019 BUDGETS BY FUND TYPE**
**FOR THE YEAR ENDING JUNE 30, 2019**
**COMMISSION APPROVED**

| | GENERAL FUND | TOTAL SPECIAL REVENUE FUNDS | TOTAL CAPITAL PROJECTS FUNDS | TOTAL ENTERPRISE FUNDS | TOTAL INTERNAL SERVICE FUNDS | TOTAL ALL FUNDS |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| PROPERTY TAXES | $59,926,533 | $0 | $0 | $0 | $0 | $59,926,533 |
| SALES TAX | $23,700,000 | $0 | $0 | $0 | $0 | $23,700,000 |
| OTHER TAXES | $22,328,889 | $3,400,000 | $0 | $0 | $0 | $25,728,889 |
| LICENSES & PERMITS | $1,759,454 | $1,000,000 | $0 | $0 | $0 | $2,759,454 |
| INTERGOVERNMENTAL REVENUES | $1,189,663 | $3,309,123 | $16,813 | $2,563,000 | $0 | $7,078,599 |
| CHARGES FOR SERVICES | $13,071,260 | $2,263,806 | $0 | $68,911,249 | $26,037,185 | $110,283,500 |
| FINES & FORFEITURES | $3,389,770 | $952,700 | $0 | $0 | $0 | $4,342,470 |
| OTHER REVENUES | $1,086,123 | $198,394 | $0 | $251,966 | $0 | $1,536,483 |
| OTHER FINANCING SOURCES/TRANSFERS IN | $3,520,086 | $1,128,350 | $3,967,823 | $1,947,685 | $0 | $10,563,944 |
| **TOTAL REVENUES** | $129,971,778 | $12,252,373 | $3,984,636 | $73,673,900 | $26,037,185 | $245,919,872 |
| PRIOR YEAR FUND BALANCE | $4,323,044 | $555,824 | $422,600 | $0 | $0 | $5,301,468 |
| UNRESTRICTED NET POSITION | $0 | $0 | $0 | $23,426,850 | $1,083,235 | $24,510,085 |
| **TOTAL REVENUES & OTHER SOURCES** | $134,294,822 | $12,808,197 | $4,407,236 | $97,100,750 | $27,120,420 | $275,731,425 |
| LESS INTERFUND TRANSFERS | $0 | $0 | $0 | $0 | $0 | ($33,128,904) |
| **TOTAL REVENUES** | $134,294,822 | $12,808,197 | $4,407,236 | $97,100,750 | $27,120,420 | $242,602,521 |
| **EXPENDITURES:** | | | | | | |
| MAYOR AND COMMISSION | $631,023 | $0 | $0 | $0 | $0 | $631,023 |
| OFFICE OF THE MANAGER | $1,878,806 | $8,000 | $55,000 | $0 | $0 | $1,941,806 |
| OFFICE OF THE ATTORNEY | $689,171 | $0 | $0 | $0 | $0 | $689,171 |
| OFFICE OF OPERATIONAL ANALYSIS | $280,691 | $0 | $0 | $0 | $0 | $280,691 |
| DEPARTMENT OF FINANCE | $2,230,518 | $0 | $0 | $0 | $0 | $2,230,518 |
| DEPARTMENT OF HUMAN RESOURCES | $1,444,040 | $25,000 | $0 | $0 | $1,155,030 | $2,624,070 |
| TAX COMMISSIONER | $1,534,680 | $0 | $0 | $0 | $0 | $1,534,680 |
| BOARD OF TAX ASSESSORS | $1,117,454 | $0 | $0 | $0 | $0 | $1,117,454 |
| BOARD OF ELECTIONS | $594,081 | $0 | $0 | $0 | $0 | $594,081 |
| INFORMATION TECHNOLOGY | $3,401,131 | $104,741 | $406,000 | $57,056 | $0 | $3,968,928 |
| OTHER GENERAL ADMINISTRATION | $11,467,819 | $647,600 | $240,000 | $16,936,897 | $18,316,259 | $47,608,575 |
| TOTAL GENERAL GOVERNMENT | $25,269,414 | $785,341 | $701,000 | $16,993,953 | $19,471,289 | $63,220,997 |
| SUPERIOR COURT | $3,037,521 | $310,440 | $0 | $0 | $0 | $3,347,961 |
| CLERK OF COURTS | $1,479,608 | $192,606 | $35,000 | $0 | $0 | $1,707,214 |
| STATE COURT | $794,478 | $263,104 | $0 | $0 | $0 | $1,057,582 |
| SOLICITOR GENERAL | $1,251,875 | $67,891 | $0 | $0 | $0 | $1,319,766 |
| DISTRICT ATTORNEY | $1,315,134 | $723,681 | $0 | $0 | $0 | $2,038,815 |
| SHERIFF | $17,618,653 | $35,000 | $0 | $0 | $0 | $17,653,653 |
| JUVENILE COURT | $652,381 | $0 | $0 | $0 | $0 | $652,381 |
| MAGISTRATE'S COURT | $863,907 | $0 | $0 | $0 | $0 | $863,907 |
| CORONER | $48,949 | $0 | $0 | $0 | $0 | $48,949 |
| PROBATE COURT | $514,605 | $0 | $0 | $0 | $0 | $514,605 |
| MUNICIPAL COURT | $653,184 | $0 | $0 | $0 | $0 | $653,184 |
| TOTAL JUDICIAL | $28,230,295 | $1,592,722 | $35,000 | $0 | $0 | $29,858,017 |

**SUMMARY FY2019 BUDGETS BY FUND TYPE**
**FOR THE YEAR ENDING JUNE 30, 2019**
**COMMISSION APPROVED**

| | GENERAL FUND | TOTAL SPECIAL REVENUE FUNDS | TOTAL CAPITAL PROJECTS FUNDS | TOTAL ENTERPRISE FUNDS | TOTAL INTERNAL SERVICE FUNDS | TOTAL ALL FUNDS |
|---|---|---|---|---|---|---|
| **EXPENDITURES: (continued)** | | | | | | |
| DEPARTMENT OF POLICE SERVICES | $22,688,986 | $3,418,728 | $656,200 | $0 | $0 | $26,763,914 |
| FIRE & EMERGENCY MANAGEMENT SERVICES | $14,230,712 | $0 | $115,000 | $0 | $0 | $14,345,712 |
| DEPARTMENT OF CORRECTIONS | $3,745,928 | $50,000 | $20,000 | $0 | $0 | $3,815,928 |
| TOTAL PUBLIC SAFETY | $40,665,626 | $3,468,728 | $791,200 | $0 | $0 | $44,925,554 |
| AIRPORT | $0 | $0 | $30,000 | $2,204,490 | $0 | $2,234,490 |
| PUBLIC TRANSIT | $0 | $90,448 | $0 | $5,504,512 | $0 | $5,594,960 |
| DEPARTMENT OF TRANSP & PUBLIC WORKS | $4,408,739 | $0 | $290,000 | $3,219,708 | $2,407,798 | $10,326,245 |
| DEPARTMENT OF PUBLIC UTILITIES | $0 | $0 | $0 | $19,754,255 | $0 | $19,754,255 |
| DEPARTMENT OF SOLID WASTE | $944,371 | $0 | $0 | $5,326,734 | $0 | $6,271,105 |
| DEPARTMENT OF CENTRAL SERVICES | $10,239,634 | $0 | $1,905,000 | $0 | $1,780,301 | $13,924,935 |
| TOTAL PUBLIC WORKS | $15,592,744 | $90,448 | $2,225,000 | $36,009,699 | $4,188,099 | $58,105,990 |
| DEPARTMENT OF LEISURE SERVICES | $7,902,488 | $0 | $102,000 | $0 | $0 | $8,004,488 |
| TOTAL CULTURE & RECREATION | $7,902,488 | $0 | $102,000 | $0 | $0 | $8,004,488 |
| HOUSING & COMMUNITY DEVELOPMENT | $482,500 | $1,904,859 | $0 | $0 | $0 | $2,387,359 |
| ECONOMIC DEVELOPMENT | $486,315 | $260,000 | $0 | $0 | $0 | $746,315 |
| DEPARTMENT OF PLANNING & ZONING | $1,176,779 | $619,098 | $20,000 | $0 | $0 | $1,815,877 |
| DEPARTMENT OF BUILDING INSPECTION | $824,519 | $851,517 | $0 | $27,621 | $0 | $1,703,657 |
| COOPERATIVE EXTENSION SERVICE | $205,444 | $0 | $0 | $0 | $0 | $205,444 |
| TOTAL HOUSING & DEVELOPMENT | $3,175,557 | $3,635,474 | $20,000 | $27,621 | $0 | $6,858,652 |
| INDEPENDENT AGENCIES | $5,497,269 | $2,940,140 | $0 | $0 | $0 | $8,437,409 |
| DEBT SERVICE | $1,052,561 | $0 | $533,036 | $9,830,036 | $0 | $11,415,633 |
| **TOTAL EXPENDITURES** | $127,385,954 | $12,512,853 | $4,407,236 | $62,861,309 | $23,659,388 | $230,826,740 |
| OTHER FINANCING USES/TRANSFERS OUT | $6,908,868 | $225,000 | $0 | $3,094,041 | $202,787 | $10,430,696 |
| **TOTAL EXPENDITURES & OTHER FINANCING USES** | $134,294,822 | $12,737,853 | $4,407,236 | $65,955,350 | $23,862,175 | $241,257,436 |
| CURRENT YEAR CAPITAL EXPENDITURES | $0 | $30,000 | $0 | $31,145,400 | $2,860,800 | $34,036,200 |
| LESS INTERFUND TRANSFERS | | $0 | $0 | $0 | $0 | ($33,128,904) |
| **TOTAL EXPENDITURES** | $134,294,822 | $12,767,853 | $4,407,236 | $97,100,750 | $26,722,975 | $242,164,732 |
| DESIGNATED FOR FUTURE CAPITAL IMPROVEMENTS & DEBT SERVICE REQUIREMENTS | $0 | $40,344 | $0 | $0 | $397,445 | $437,789 |
| **TOTAL EXPENDITURES & DESIGNATIONS** | $134,294,822 | $12,808,197 | $4,407,236 | $97,100,750 | $27,120,420 | $242,602,521 |

| GENERAL FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| PROPERTY TAXES | $53,861,078 | $55,830,000 | $59,926,533 | $59,926,533 | $4,096,533 | 7% |
| SALES TAX | $22,330,078 | $22,400,000 | $23,700,000 | $23,700,000 | $1,300,000 | 6% |
| OTHER TAXES | $21,424,280 | $22,645,000 | $22,328,889 | $22,328,889 | ($316,111) | -1% |
| LICENSES PERMITS | $1,667,864 | $1,715,100 | $1,759,454 | $1,759,454 | $44,354 | 3% |
| INTERGOVERNMENTAL REVENUES | $1,017,448 | $987,000 | $1,009,363 | $1,189,663 | $202,663 | 21% |
| CHARGES FOR SERVICES | $12,235,859 | $13,088,125 | $12,960,310 | $13,071,260 | ($16,865) | 0% |
| FINES & FORFEITURES | $2,688,193 | $3,020,000 | $3,014,770 | $3,389,770 | $369,770 | 12% |
| OTHER REVENUES | $755,155 | $793,174 | $1,072,200 | $1,086,123 | $292,949 | 37% |
| OTHER FINANCING SOURCES/TRANSFERS IN | $2,902,909 | $3,026,855 | $3,451,812 | $3,520,086 | $493,231 | 16% |
| **TOTAL REVENUES** | **$118,882,864** | **$123,505,254** | **$129,223,331** | **$129,971,778** | **$6,466,524** | **5%** |
| PRIOR YEAR FUND BALANCE-Operating | $0 | $850,000 | $2,987,585 | $871,444 | $21,444 | 3% |
| PRIOR YEAR FUND BALANCE-Capital/One-time (1) | $0 | $6,080,600 | $9,975,300 | $3,451,600 | ($2,629,000) | -43% |
| **TOTAL REVENUE & OTHER SOURCES** | **$118,882,864** | **$130,435,854** | **$142,186,216** | **$134,294,822** | **$3,858,968** | **3%** |
| **EXPENDITURES:** | | | | | | |
| MAYOR AND COMMISSION | $556,110 | $588,101 | $627,793 | $631,023 | $42,922 | 7% |
| OFFICE OF THE MANAGER | $1,303,401 | $1,819,816 | $2,005,549 | $1,878,806 | $58,990 | 3% |
| OFFICE OF THE ATTORNEY | $611,953 | $686,080 | $682,032 | $689,171 | $3,091 | 0% |
| OFFICE OF OPERATIONAL ANALYSIS | $243,700 | $239,061 | $277,298 | $280,691 | $41,630 | 17% |
| DEPARTMENT OF FINANCE | $2,019,572 | $2,192,231 | $2,204,958 | $2,230,518 | $38,287 | 2% |
| DEPARTMENT OF HUMAN RESOURCES | $1,209,020 | $1,408,580 | $1,429,270 | $1,444,040 | $35,460 | 3% |
| TAX COMMISSIONER | $1,421,072 | $1,503,306 | $1,532,040 | $1,534,680 | $31,374 | 2% |
| BOARD OF TAX ASSESSORS | $1,044,160 | $1,115,938 | $1,104,297 | $1,117,454 | $1,516 | 0% |
| BOARD OF ELECTIONS | $431,722 | $547,137 | $679,769 | $594,081 | $46,944 | 9% |
| INFORMATION TECHNOLOGY | $2,718,296 | $3,158,182 | $3,369,218 | $3,401,131 | $242,949 | 8% |
| OTHER GENERAL ADMINISTRATION | $6,999,231 | $8,355,455 | $11,448,545 | $11,467,819 | $3,112,364 | 37% |
| **TOTAL GENERAL GOVERNMENT** | **$18,558,237** | **$21,613,887** | **$25,360,769** | **$25,269,414** | **$3,655,527** | **17%** |
| SUPERIOR COURTS | $2,890,207 | $3,212,551 | $3,087,465 | $3,037,521 | ($175,030) | -5% |
| CLERK OF COURTS | $1,093,370 | $1,259,632 | $1,478,212 | $1,479,608 | $219,976 | 17% |
| STATE COURT | $804,962 | $828,240 | $789,758 | $794,478 | ($33,762) | -4% |
| SOLICITOR GENERAL | $1,160,646 | $1,158,809 | $1,235,662 | $1,251,875 | $93,066 | 8% |
| DISTRICT ATTORNEY | $1,179,916 | $1,292,749 | $1,467,726 | $1,315,134 | $22,385 | 2% |
| SHERIFF | $16,352,731 | $17,226,259 | $17,573,527 | $17,618,653 | $392,394 | 2% |
| JUVENILE COURT | $563,743 | $581,963 | $775,307 | $652,381 | $70,418 | 12% |
| MAGISTRATE'S COURT | $774,192 | $806,323 | $865,868 | $863,907 | $57,584 | 7% |
| CORONER | $43,798 | $47,588 | $48,949 | $48,949 | $1,361 | 3% |
| PROBATE COURT | $461,958 | $507,126 | $503,574 | $514,605 | $7,479 | 1% |
| MUNICIPAL COURT | $683,324 | $650,415 | $646,158 | $653,184 | $2,769 | 0% |
| **TOTAL JUDICIAL** | **$26,008,847** | **$27,571,655** | **$28,472,206** | **$28,230,295** | **$658,640** | **2%** |

| GENERAL FUND<br>FY19 FUND SUMMARY (continued) | FY17<br>ACTUAL | FY18<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| DEPARTMENT OF POLICE SERVICES | $20,600,582 | $21,869,627 | $22,731,431 | $22,688,986 | $819,359 | 4% |
| DEPARTMENT OF FIRE SERVICES | $13,209,071 | $13,983,289 | $14,251,980 | $14,230,712 | $247,423 | 2% |
| DEPARTMENT OF CORRECTIONS | $3,341,814 | $3,563,531 | $3,706,691 | $3,745,928 | $182,397 | 5% |
| **TOTAL PUBLIC SAFETY** | **$37,151,467** | **$39,416,447** | **$40,690,102** | **$40,665,626** | **$1,249,179** | **3%** |
| TRANSPORTATION & PUBLIC WORKS | $3,917,873 | $4,304,795 | $4,426,452 | $4,408,739 | $103,944 | 2% |
| DEPARTMENT OF SOLID WASTE | $797,237 | $1,009,777 | $938,792 | $944,371 | ($65,406) | -6% |
| DEPARTMENT OF CENTRAL SERVICES | $9,108,376 | $9,944,754 | $10,453,664 | $10,239,634 | $294,880 | 3% |
| **TOTAL PUBLIC WORKS** | **$13,823,486** | **$15,259,326** | **$15,818,908** | **$15,592,744** | **$333,418** | **2%** |
| DEPARTMENT OF LEISURE SERVICES | $7,341,302 | $7,794,126 | $7,875,649 | $7,902,488 | $108,362 | 1% |
| **TOTAL CULTURE & RECREATION** | **$7,341,302** | **$7,794,126** | **$7,875,649** | **$7,902,488** | **$108,362** | **1%** |
| HOUSING & COMMUNITY DEVELOPMENT | $366,180 | $446,573 | $475,217 | $482,500 | $35,927 | 8% |
| ECONOMIC DEVELOPMENT | $461,732 | $499,007 | $495,303 | $486,315 | ($12,692) | -3% |
| DEPARTMENT OF PLANNING & ZONING | $1,222,007 | $1,215,895 | $1,267,435 | $1,176,779 | ($39,116) | -3% |
| BUILDING INSPECTIONS | $770,075 | $822,675 | $862,253 | $824,519 | $1,844 | 0% |
| COOPERATIVE EXTENSION SERVICE | $155,252 | $197,485 | $410,253 | $205,444 | $7,959 | 4% |
| **TOTAL HOUSING & DEVELOPMENT** | **$2,975,246** | **$3,181,635** | **$3,510,461** | **$3,175,557** | **($6,078)** | **0%** |
| INDEPENDENT AGENCIES | $5,201,856 | $5,318,800 | $5,497,269 | $5,497,269 | $178,469 | 3% |
| DEBT SERVICE | $758,286 | $1,057,249 | $1,052,561 | $1,052,561 | ($4,688) | 0% |
| **TOTAL EXPENDITURES** | **$111,818,727** | **$121,213,125** | **$128,277,925** | **$127,385,954** | **$6,172,829** | **5%** |
| OTHER FINANCING USES/TRANSFERS OUT | $5,334,223 | $3,642,129 | $3,932,991 | $3,457,268 | ($184,861) | -5% |
| **TOTAL OPERATING EXPENDITURES & OTHER FINANCING USES** | **$117,152,950** | **$124,855,254** | **$132,210,916** | **$130,843,222** | **$5,987,968** | **5%** |
| Capital for Current Services (CS) | $3,506,000 | $4,622,600 | $7,405,100 | $3,190,000 | ($1,432,600) | -31% |
| Capital Additions & Improvements (A&I) | $1,034,000 | $958,000 | $2,570,200 | $261,600 | ($696,400) | -73% |
| **TOTAL OPERATING & CAPITAL EXPENDITURES** | **$121,692,950** | **$130,435,854** | **$142,186,216** | **$134,294,822** | **$3,858,968** | **3%** |
| **EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES** | **($2,810,086)** | **$0** | **$0** | **$0** | **$0** | **---** |

| CHANGES IN FUND BALANCE: | FY17<br>ACTUAL | FY18<br>BUDGET | FY19<br>APPROVED<br>BUDGET |
|---|---|---|---|
| Fund Balance - Beginning of Year | $26,294,451 | $23,484,365 | $16,553,765 |
| Excess Revenues over Expenditures | ($2,810,086) | $0 | $0 |
| Budgeted Use of Fund Balance (1) | $0 | ($6,930,600) | ($4,323,044) |
| Fund Balance - End of Year | $23,484,365 | $16,553,765 | $12,230,721 |
| Designations of Fund Balance: | | | |
| Designated for Emergency & Nonspendable (2) | $10,263,938 | $10,618,938 | $11,021,421 |
| Designated as Capital Reserve | $4,662,900 | $1,782,300 | $1,209,300 |
| Undesignated Fund Balance | $8,557,527 | $4,152,527 | $0 |
| **Total Fund Balance - End of Year** | **$23,484,365** | **$16,553,765** | **$12,230,721** |

NOTES:

(1) The Budgeted Use of Fund Balance in FY18 includes a one time transfer of $500,000 to the Special Programs Fund, $1,742,000 for Capital CS, $2,880,600 for Capital CS from Capital Reserve, $958,000 for Capital A&I, and $850,000 for Operating Expenses. FY19 includes $2,617,000 for Capital CS, $573,000 for Capital CS from Capital Reserve, and $261,600 for Capital A&I.

(2) The FY19 Designated for Emergency amount is $10,888,528 with $11,593 for inventory and $121,344 for prepaids included as Non-Spendable Fund Balance.

| HOTEL/MOTEL TAX SPECIAL REVENUE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| OTHER TAXES | $2,893,996 | $3,100,000 | $3,400,000 | $3,400,000 | $300,000 | 10% |
| OTHER REVENUES | $1,596 | $0 | $341 | $341 | $341 | --- |
| **TOTAL REVENUES** | **$2,895,592** | **$3,100,000** | **$3,400,341** | **$3,400,341** | **$300,341** | **10%** |
| PRIOR YEAR FUND BALANCE | $0 | $0 | $74,999 | $134,499 | $134,499 | --- |
| **TOTAL REVENUES & OTHER SOURCES** | **$2,895,592** | **$3,100,000** | **$3,475,340** | **$3,534,840** | **$434,840** | **14%** |
| **EXPENDITURES:** | | | | | | |
| AIRPORT DEPARTMENT | $8,862 | $0 | $0 | $0 | | |
| ECONOMIC DEVELOPMENT DEPARTMENT | $41,323 | $115,000 | $265,000 | $260,000 | $145,000 | 126% |
| INDEPENDENT AGENCIES: | | | | | | |
| CLASSIC CENTER AUTHORITY & CVB | $2,481,812 | $2,657,010 | $2,914,140 | $2,914,140 | $257,130 | 10% |
| OTHER GENERAL ADMINISTRATION | | | | | | |
| TOURISM IMPROVEMENT & SPECIAL ACTIVITIES | $59,860 | $86,200 | $86,200 | $120,700 | $34,500 | 40% |
| MAYOR'S COMMUNITY IMPROVEMENT PROGRAM | $17,375 | $20,000 | $20,000 | $20,000 | $0 | 0% |
| OTHER FINANCING USES: | | | | | | |
| TRANSFER TO GENERAL FUND | $223,000 | $190,000 | $190,000 | $190,000 | $0 | 0% |
| TRANSFER TO SPECIAL PROGRAMS FUND | $157,000 | $0 | $0 | $0 | $0 | --- |
| TRANSFER TO GENERAL CAPITAL PROJ FUND | $10,000 | $0 | $0 | $0 | $0 | --- |
| **TOTAL EXPENDITURES:** | **$2,999,232** | **$3,068,210** | **$3,475,340** | **$3,504,840** | **$436,630** | **14%** |
| CAPITAL FOR CURRENT SERVICES | | | | | | |
| CENTRAL SERVICES | $86,086 | $30,000 | $0 | $30,000 | $0 | 0% |
| **TOTAL OPERATING & CAPITAL EXPENDITURES** | **$3,085,318** | **$3,098,210** | **$3,475,340** | **$3,534,840** | **$436,630** | **14%** |
| **EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES** | **($189,726)** | **$1,790** | **$0** | **$0** | **($1,790)** | **-100%** |

| CHANGES IN FUND BALANCE: | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>APPROVED<br>BUDGET |
|---|---|---|---|
| FUND BALANCE - BEGINNING OF YEAR | $495,135 | $305,409 | $307,199 |
| Excess/(Deficiency) Revenues over Expenditures | ($189,726) | $1,790 | ($134,499) |
| Budgeted Use of Fund Balance | | $0 | |
| FUND BALANCE - END OF YEAR | $305,409 | $307,199 | $172,700 |
| Committed for Capital Projects | $172,700 | $172,700 | $172,700 |
| Assigned/Available Fund Balance | $132,709 | $134,499 | $0 |

| COMMUNITY DEVELOPMENT BLOCK GRANT<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| INTERGOVERNMENTAL | $1,392,296 | $1,232,503 | $1,187,911 | $1,187,911 | ($44,592) | -4% |
| OTHER REVENUES | $1,918 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES** | **$1,394,214** | **$1,232,503** | **$1,187,911** | **$1,187,911** | **($44,592)** | **-4%** |
| PRIOR YEAR FUND BALANCE | $0 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES & OTHER SOURCES** | **$1,394,214** | **$1,232,503** | **$1,187,911** | **$1,187,911** | **($44,592)** | **-4%** |
| **EXPENDITURES:** | | | | | | |
| CDBG ADMINISTRATION: | | | | | | |
| HUMAN & ECONOMIC DEV. | $271,903 | $240,701 | $231,782 | $231,782 | ($8,919) | -4% |
| OTHER GENERAL ADMINISTRATION | $5,800 | $5,800 | $5,800 | $5,800 | $0 | 0% |
| CDBG PROGRAMS: | | | | | | |
| GRANT PROGRAMS | $1,145,796 | $986,002 | $950,329 | $950,329 | ($35,673) | -4% |
| **TOTAL EXPENDITURES** | **$1,423,499** | **$1,232,503** | **$1,187,911** | **$1,187,911** | **($44,592)** | **-4%** |
| **EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES** | **($29,285)** | **$0** | **$0** | **$0** | **$0** | **---** |

| CHANGES IN FUND BALANCE: | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>APPROVED<br>BUDGET |
|---|---|---|---|
| FUND BALANCE - BEGINNING OF YEAR | $31,203 | $1,918 | $1,918 |
| Excess/(Deficiency) Revenues over Expenditures | ($29,285) | $0 | $0 |
| FUND BALANCE - END OF YEAR | $1,918 | $1,918 | $1,918 |
| Restricted | $1,918 | | |

| REVOLVING LOAN FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| OTHER REVENUES | $81 | $5,000 | $5,000 | $5,000 | $0 | 0% |
| **TOTAL REVENUES** | **$81** | **$5,000** | **$5,000** | **$5,000** | **$0** | **0%** |
| **TOTAL REVENUES & OTHER SOURCES** | **$81** | **$5,000** | **$5,000** | **$5,000** | **$0** | **0%** |
| **EXPENDITURES:** | | | | | | |
| OTHER GENERAL ADMINISTRATION | $0 | $0 | $0 | $0 | $0 | --- |
| **TOTAL EXPENDITURES** | **$0** | **$0** | **$0** | **$0** | **$0** | **---** |
| **EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES** | **$81** | **$5,000** | **$5,000** | **$5,000** | **$0** | **0%** |

| CHANGES IN FUND BALANCE: | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>APPROVED<br>BUDGET |
|---|---|---|---|
| FUND BALANCE - BEGINNING OF YEAR | $232,196 | $232,277 | $237,277 |
| Excess/(Deficiency) Revenues over Expenditures | $81 | $5,000 | $5,000 |
| FUND BALANCE - END OF YEAR | $232,277 | $237,277 | $242,277 |
| Restricted | $232,277 | | $232,277 |

| EMERGENCY TELEPHONE SYSTEM (E911)<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| CHARGES FOR SERVICES | $1,735,343 | $1,750,000 | $1,754,000 | $1,754,000 | $4,000 | 0% |
| OTHER REVENUES | $24,838 | $20,000 | $20,000 | $20,000 | $0 | 0% |
| **TOTAL REVENUES** | **$1,760,181** | **$1,770,000** | **$1,774,000** | **$1,774,000** | **$4,000** | **0%** |
| OTHER FIN. SOURCES/TRANSFERS IN | $775,000 | $625,000 | $938,505 | $675,933 | $50,933 | 8% |
| PRIOR YEAR FUND BALANCE | $0 | $320,806 | $385,575 | $421,325 | $100,519 | 31% |
| **TOTAL REVENUES & OTHER SOURCES** | **$2,535,181** | **$2,715,806** | **$3,098,080** | **$2,871,258** | **$155,452** | **6%** |
| **EXPENDITURES:** | | | | | | |
| POLICE EXPENDITURES | $2,393,599 | $2,603,106 | $2,920,680 | $2,685,958 | $82,852 | 3% |
| OTHER GENERAL ADMINISTRATION | $105,245 | $112,700 | $177,400 | $185,300 | $72,600 | 64% |
| **TOTAL OPERATING & OTHER FINANCING USES** | **$2,498,844** | **$2,715,806** | **$3,098,080** | **$2,871,258** | **$155,452** | **6%** |
| **EXCESS OF REVENUES OVER EXPENDITURES** | **$36,337** | **$0** | **$0** | **$0** | **$0** | **---** |

| CHANGES IN FUND BALANCE: | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>APPROVED<br>BUDGET |
|---|---|---|---|
| FUND BALANCE - BEGINNING OF YEAR | $799,509 | $835,846 | $515,040 |
| Excess/(Deficiency) Revenues over Expenditures | $36,337 | | |
| Use of Fund Balance | | ($320,806) | ($421,325) |
| FUND BALANCE - END OF YEAR | $835,846 | $515,040 | $93,715 |
| Assigned/Available Fund Balance | $835,846 | | $93,715 |

| HUD HOME GRANT SPECIAL REVENUE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| INTERGOVERNMENTAL REVENUES | $935,825 | $396,331 | $401,105 | $401,105 | $4,774 | 1% |
| OTHER REVENUES | $600 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES &<br>OTHER SOURCES** | **$936,425** | **$396,331** | **$401,105** | **$401,105** | **$4,774** | 1% |
| **EXPENDITURES:** | | | | | | |
| HOUSING & COMMUNITY DEVELOPMENT | $1,273,570 | $395,031 | $399,805 | $399,805 | $4,774 | 1% |
| OTHER GENERAL ADMINISTRATION | $1,300 | $1,300 | $1,300 | $1,300 | $0 | 0% |
| **TOTAL EXPENDITURES** | **$1,274,870** | **$396,331** | **$401,105** | **$401,105** | **$4,774** | 1% |
| **EXCESS (DEFICIENCY) OF REVENUES<br>OVER EXPENDITURES** | **($338,445)** | **$0** | **$0** | **$0** | **$0** | **---** |

| CHANGES IN FUND BALANCE: | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>APPROVED<br>BUDGET |
|---|---|---|---|
| FUND BALANCE - BEGINNING OF YEAR | $340,925 | $2,480 | $2,480 |
| Excess/(Deficiency) Revenues over Expenditures | ($338,445) | | |
| Use of Fund Balance | | $0 | $0 |
| FUND BALANCE - END OF YEAR | $2,480 | $2,480 | $2,480 |
| Restricted | $2,480 | | $2,480 |

| GRANTS SPECIAL REVENUE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| INTERGOVERNMENTAL REVENUES | $3,998,452 | $751,093 | $645,829 | $645,829 | ($105,264) | -14% |
| OTHER REVENUES | $101,574 | $57,850 | $53,053 | $53,053 | ($4,797) | -8% |
| **TOTAL REVENUES** | **$4,100,026** | **$808,943** | **$698,882** | **$698,882** | **($110,061)** | **-14%** |
| OTHER FIN. SOURCES/TRANSFERS IN | $107,274 | $90,571 | $212,324 | $212,324 | $121,753 | 134% |
| **TOTAL REVENUES &<br>OTHER SOURCES** | **$4,207,300** | **$899,514** | **$911,206** | **$911,206** | **$11,692** | **1%** |
| **EXPENDITURES:** | | | | | | |
| MANAGER'S OFFICE | $2,532 | $0 | $0 | $0 | $0 | --- |
| HOUSING & COMMUNITY DEVELOPMENT DEPT | $17,850 | $0 | $0 | $0 | | |
| HUMAN RESOURCES | $6,650 | $0 | $0 | $0 | $0 | --- |
| SUPERIOR COURT | $347,972 | $0 | $0 | $0 | $0 | --- |
| CLERK OF COURTS | $23,333 | $0 | $0 | $0 | $0 | --- |
| STATE COURT | $70,129 | $0 | $0 | $0 | $0 | --- |
| SOLICITOR GENERAL | $114,837 | $0 | $0 | $0 | $0 | --- |
| SHERIFF | $13,700 | $0 | $0 | $0 | $0 | --- |
| JUVENILE COURT | $177,179 | $0 | $0 | $0 | $0 | --- |
| MUNICIPAL COURT | $15,000 | $0 | $0 | $0 | | |
| POLICE SERVICES | $435,477 | $140,000 | $254,626 | $254,626 | $114,626 | 82% |
| FIRE SERVICES | $18,012 | $0 | $0 | $0 | $0 | --- |
| CORRECTIONS | $69,622 | $68,904 | $0 | $0 | ($68,904) | -100% |
| TRANSIT | $0 | $0 | $90,448 | $90,448 | $90,448 | --- |
| PLANNING AND ZONING | $242,877 | $666,710 | $530,532 | $530,532 | ($136,178) | -20% |
| LEISURE SERVICES | $27,041 | $0 | $0 | $0 | $0 | --- |
| OTHER GENERAL ADMINISTRATION | $22,000 | $23,900 | $35,600 | $35,600 | $11,700 | 49% |
| **TOTAL OPERATING EXPENDITURES** | **$1,604,211** | **$899,514** | **$911,206** | **$911,206** | **$11,692** | **1%** |
| OTHER FINANCING USES: | | | | | | |
| CAPITAL PROJECTS EXPENDITURES | $2,389,298 | $0 | $0 | $0 | $0 | --- |
| **TOTAL OPERATING & OTHER<br>FINANCING USES** | **$3,993,509** | **$899,514** | **$911,206** | **$911,206** | **$11,692** | **1%** |
| **EXCESS (DEFICIENCY) OF REVENUES<br>OVER EXPENDITURES** | **$213,791** | **$0** | **$0** | **$0** | **$0** | **---** |

| CHANGES IN FUND BALANCE: | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>APPROVED<br>BUDGET |
|---|---|---|---|
| FUND BALANCE - BEGINNING OF YEAR | $907,331 | $1,121,122 | $1,121,122 |
| Excess/(Deficiency) Revenues over Expenditures | $213,791 | | |
| FUND BALANCE - END OF YEAR | $1,121,122 | $1,121,122 | $1,121,122 |
| Restricted by Grant Requirements | $1,454,371 | | $1,454,371 |
| Unassigned/Nonspendable Fund Balance | ($333,249) | | ($333,249) |

| ALTERNATIVE DISPUTE RESOLUTION<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| CHARGES FOR SERVICES | $182,407 | $202,420 | $206,309 | $208,706 | $6,286 | 3% |
| **TOTAL REVENUES &<br>OTHER SOURCES** | **$182,407** | **$202,420** | **$206,309** | **$208,706** | **$6,286** | **3%** |
| **EXPENDITURES:** | | | | | | |
| SUPERIOR COURT ADMINISTRATION | $160,548 | $192,220 | $190,809 | $192,606 | $386 | 0% |
| OTHER GENERAL ADMINISTRATION | $9,500 | $10,200 | $15,500 | $16,100 | $5,900 | 58% |
| **TOTAL EXPENDITURES** | **$170,048** | **$202,420** | **$206,309** | **$208,706** | **$6,286** | **3%** |
| **EXCESS (DEFICIENCY) OF REVENUES<br>OVER EXPENDITURES** | **$12,359** | **$0** | **$0** | **$0** | **$0** | **---** |

| CHANGES IN FUND BALANCE: | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>APPROVED<br>BUDGET |
|---|---|---|---|
| FUND BALANCE - BEGINNING OF YEAR | $35,151 | $47,510 | $47,510 |
| Excess/(Deficiency) Revenues over Expenditures | $12,359 | $0 | $0 |
| FUND BALANCE - END OF YEAR | $47,510 | $47,510 | $47,510 |
| Unassigned | $47,510 | | $47,510 |

| AFFORDABLE HOUSING SPECIAL REVENUE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| INTERGOVERNMENTAL REVENUES | $0 | $0 | $135,000 | $135,000 | $135,000 | --- |
| **TOTAL REVENUES &<br>OTHER SOURCES** | **$0** | **$0** | **$135,000** | **$135,000** | $135,000 | --- |
| **EXPENDITURES:** | | | | | | |
| BUILDING INSPECTION | $0 | $0 | $0 | $39,000 | $39,000 | --- |
| OTHER GENERAL ADMINISTRATION | $0 | $0 | $135,000 | $96,000 | $96,000 | --- |
| **TOTAL EXPENDITURES** | **$0** | **$0** | **$135,000** | **$135,000** | $135,000 | --- |
| **EXCESS (DEFICIENCY) OF REVENUES<br>OVER EXPENDITURES** | **$0** | **$0** | **$0** | **$0** | **$0** | **---** |

| CHANGES IN FUND BALANCE: | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>APPROVED<br>BUDGET |
|---|---|---|---|
| FUND BALANCE - BEGINNING OF YEAR | $0 | $0 | $0 |
| FUND BALANCE - END OF YEAR | $0 | $0 | $0 |

| SUPPORTIVE HOUSING SPECIAL REVENUE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| INTERGOVERNMENTAL REVENUES | $279,439 | $322,943 | $322,943 | $322,943 | $0 | 0% |
| **TOTAL REVENUES &<br>OTHER SOURCES** | **$279,439** | **$322,943** | **$322,943** | **$322,943** | **$0** | **0%** |
| **EXPENDITURES:** | | | | | | |
| HOUSING & COMMUNITY DEVELOPMENT | $279,439 | $322,943 | $322,943 | $322,943 | $0 | 0% |
| **TOTAL EXPENDITURES** | **$279,439** | **$322,943** | **$322,943** | **$322,943** | **$0** | **0%** |
| **EXCESS (DEFICIENCY) OF REVENUES<br>OVER EXPENDITURES** | **$0** | **$0** | **$0** | **$0** | **$0** | **---** |

| CHANGES IN FUND BALANCE: | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>APPROVED<br>BUDGET |
|---|---|---|---|
| FUND BALANCE - BEGINNING OF YEAR | $0 | $0 | $0 |
| FUND BALANCE - END OF YEAR | $0 | $0 | $0 |

| SPECIAL PROGRAMS SPECIAL REVENUE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| INTERGOVERNMENTAL | $470,925 | $562,072 | $609,376 | $616,335 | $54,263 | 10% |
| CHARGES FOR SERVICES | $220,852 | $305,100 | $301,100 | $301,100 | ($4,000) | -1% |
| FINES & FORFEITURES | $804,601 | $783,200 | $952,700 | $952,700 | $169,500 | 22% |
| OTHER REVENUES | $977,061 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES** | **$2,473,439** | **$1,650,372** | **$1,863,176** | **$1,870,135** | **$219,763** | **13%** |
| OTHER FINANCING SOURCES/TRANSFERS IN | $469,693 | $600,793 | $275,093 | $240,093 | ($360,700) | -60% |
| PRIOR YEAR FUND BALANCE | $0 | $138,010 | $41,250 | $0 | ($138,010) | -100% |
| **TOTAL REVENUES &<br>OTHER SOURCES** | **$2,943,132** | **$2,389,175** | **$2,179,519** | **$2,110,228** | **($278,947)** | **-12%** |
| **EXPENDITURES:** | | | | | | |
| MANAGER'S OFFICE | $0 | $50,000 | $8,000 | $8,000 | ($42,000) | -84% |
| HUMAN RESOURCES | $52,596 | $175,000 | $60,000 | $25,000 | ($150,000) | -86% |
| HOUSING & COMMUNITY DEVELOPMENT DEPT | $17,315 | $0 | $0 | $0 | $0 | --- |
| INFORMATION TECHNOLOGY | $91,350 | $104,741 | $104,741 | $104,741 | $0 | 0% |
| SUPERIOR COURT | $349,791 | $310,629 | $375,940 | $310,440 | ($189) | 0% |
| CLERK OF COURT | $37,576 | $0 | $0 | $0 | $0 | --- |
| STATE COURT | $179,298 | $263,110 | $263,104 | $263,104 | ($6) | 0% |
| SOLICITOR GENERAL | $59,287 | $60,145 | $66,933 | $67,891 | $7,746 | 13% |
| DISTRICT ATTORNEY | $627,320 | $671,133 | $715,073 | $723,681 | $52,548 | 8% |
| AIRPORT | $0 | $200,000 | $0 | $0 | ($200,000) | -100% |
| SHERIFF | $4,869 | $0 | $0 | $0 | $0 | --- |
| JUVENILE COURT | $17,500 | $0 | $0 | $0 | $0 | --- |
| POLICE DEPARTMENT | $1,164,028 | $478,317 | $477,428 | $478,144 | ($173) | 0% |
| SOLID WASTE | $38,762 | $0 | $0 | $0 | $0 | --- |
| INDEPENDENT AGENCIES | $26,000 | $26,000 | $26,000 | $26,000 | $0 | 0% |
| OTHER GENERAL ADMINISTRATION | $522,142 | $50,100 | $82,300 | $86,000 | $35,900 | 72% |
| **TOTAL EXPENDITURES** | **$3,187,834** | **$2,389,175** | **$2,179,519** | **$2,093,001** | **($296,174)** | **-12%** |
| **EXCESS (DEFICIENCY) OF REVENUES<br>OVER EXPENDITURES** | **($244,702)** | **$0** | **$0** | **$17,227** | **$17,227** | **---** |

| CHANGES IN FUND BALANCE: | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>APPROVED<br>BUDGET |
|---|---|---|---|
| FUND BALANCE - BEGINNING OF YEAR | $3,082,780 | $2,838,078 | $2,700,068 |
| Excess/(Deficiency) Revenues over Expenditures | ($244,702) | $0 | $17,227 |
| Use of Fund Balance | $0 | ($138,010) | $0 |
| FUND BALANCE - END OF YEAR | $2,838,078 | $2,700,068 | $2,717,295 |
| Restricted | $717,347 | | $717,347 |
| Committed to Current Programs | $1,801,548 | | $1,801,548 |
| Assigned/Available Fund Balance | $319,183 | | $198,400 |

| BUILDING INSPECTION FY19 FUND SUMMARY | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 DEPARTMENT REQUESTED | FY19 APPROVED BUDGET | $ INC/(DEC) OVER FY18 | % INC/ (DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| LICENSES AND PERMITS | $1,008,067 | $975,000 | $1,000,000 | $1,000,000 | $25,000 | 3% |
| OTHER REVENUES | $11,200 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES** | **$1,019,267** | **$975,000** | **$1,000,000** | **$1,000,000** | **$25,000** | **3%** |
| PRIOR YEAR FUND BALANCE | $0 | $15,768 | $0 | $0 | ($15,768) | -100% |
| **TOTAL REVENUES & OTHER SOURCES** | **$1,019,267** | **$990,768** | **$1,000,000** | **$1,000,000** | **$9,232** | **1%** |
| **EXPENDITURES:** | | | | | | |
| BUILDING INSPECTION | $799,860 | $835,172 | $802,956 | $812,517 | ($22,655) | -3% |
| PLANNING AND ZONING | $85,019 | $104,396 | $87,373 | $88,566 | ($15,830) | -15% |
| OTHER GENERAL ADMINISTRATION | $49,897 | $51,200 | $77,700 | $80,800 | $29,600 | 58% |
| **TOTAL OPERATING EXPENDITURES** | **$934,776** | **$990,768** | **$968,029** | **$981,883** | **($8,885)** | **-1%** |
| **TOTAL OPERATING & CAPITAL EXPENDITURES** | **$934,776** | **$990,768** | **$968,029** | **$981,883** | **($8,885)** | **-1%** |
| **EXCESS OF REVENUES OVER EXPENDITURES** | **$84,491** | **$0** | **$31,971** | **$18,117** | **$18,117** | **---** |

| CHANGES IN FUND BALANCE: | FY17 ACTUAL | FY18 ORIGINAL BUDGET | FY19 APPROVED BUDGET |
|---|---|---|---|
| FUND BALANCE - BEGINNING OF YEAR | $1,508,583 | $1,593,074 | $1,577,306 |
| Excess/(Deficiency) Revenues over Expenditures | $84,491 | | |
| Use of Fund Balance | | ($15,768) | $0 |
| FUND BALANCE - END OF YEAR | $1,593,074 | $1,577,306 | $1,577,306 |
| Committed/Available for Building Inspection | $1,577,306 | | $1,577,306 |
| Assigned/Available Fund Balance | $15,768 | | $0 |

| SHERIFF INMATE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| OTHER REVENUES | $136,821 | $70,000 | $70,000 | $70,000 | $0 | 0% |
| **TOTAL REVENUES** | **$136,821** | **$70,000** | **$70,000** | **$70,000** | **$0** | **0%** |
| **EXPENDITURES:** | | | | | | |
| SHERIFF | $27,556 | $35,000 | $35,000 | $35,000 | $0 | 0% |
| **TOTAL EXPENDITURES** | **$27,556** | **$35,000** | **$35,000** | **$35,000** | **$0** | **0%** |
| TRANSFERS OUT | $33,400 | $35,000 | $35,000 | $35,000 | $0 | 0% |
| **TOTAL OPERATING & OTHER FINANCING USES** | **$60,956** | **$70,000** | **$70,000** | **$70,000** | **$0** | **0%** |
| **EXCESS OF REVENUES OVER EXPENDITURES** | **$75,865** | **$0** | **$0** | **$0** | **$0** | **---** |

| CHANGES IN FUND BALANCE: | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>APPROVED<br>BUDGET |
|---|---|---|---|
| FUND BALANCE - BEGINNING OF YEAR | $122,837 | $198,702 | $198,702 |
| Excess/(Deficiency) Revenues over Expenditures | $75,865 | | |
| FUND BALANCE - END OF YEAR | $198,702 | $198,702 | $198,702 |
| Committed for Sheriff Inmate Fund | $198,702 | | $198,702 |

| CORRECTIONS INMATE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| OTHER REVENUES | $17,149 | $15,000 | $50,000 | $50,000 | $35,000 | 233% |
| **TOTAL REVENUES** | **$17,149** | **$15,000** | **$50,000** | **$50,000** | **$35,000** | **233%** |
| PRIOR YEAR FUND BALANCE | $0 | $0 | $0 | $0 | **$0** | **---** |
| **TOTAL REVENUES &<br>OTHER SOURCES** | **$17,149** | **$15,000** | **$50,000** | **$50,000** | **$35,000** | **233%** |
| **EXPENDITURES:** | | | | | | |
| CORRECTIONS | $79,476 | $15,000 | $50,000 | $50,000 | $35,000 | 233% |
| **TOTAL EXPENDITURES** | **$79,476** | **$15,000** | **$50,000** | **$50,000** | **$35,000** | **233%** |
| **EXCESS OF REVENUES<br>OVER EXPENDITURES** | **($62,327)** | **$0** | **$0** | **$0** | **$0** | **---** |

| CHANGES IN FUND BALANCE: | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>APPROVED<br>BUDGET |
|---|---|---|---|
| FUND BALANCE - BEGINNING OF YEAR | $252,574 | $190,247 | $190,247 |
| Excess/(Deficiency) Revenues over Expenditures | ($62,327) | | |
| Use of Fund Balance | | $0 | $0 |
| FUND BALANCE - END OF YEAR | $190,247 | $190,247 | $190,247 |
| Committed/Available for Corrections Inmate Fund | $190,247 | | $190,247 |

| PUBLIC FACILITIES AUTHORITY<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| INTERGOVERNMENTAL | $27,370 | $23,197 | $16,813 | $16,813 | ($6,384) | -28% |
| OTHER REVENUES | $2,491 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES** | **$29,861** | **$23,197** | **$16,813** | **$16,813** | **($6,384)** | **-28%** |
| OTHER FINANCING SOURCES/TRANSFERS IN | $509,564 | $513,080 | $516,223 | $516,223 | $3,143 | 1% |
| **TOTAL REVENUES & OTHER SOURCES** | **$539,425** | **$536,277** | **$533,036** | **$533,036** | **($3,241)** | **-1%** |
| **EXPENDITURES:** | | | | | | |
| DEBT SERVICE | $538,848 | $536,277 | $533,036 | $533,036 | ($3,241) | -1% |
| **TOTAL EXPENDITURES** | **$538,848** | **$536,277** | **$533,036** | **$533,036** | **($3,241)** | **-1%** |
| **EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES** | **$577** | **$0** | **$0** | **$0** | **$0** | **---** |

| CHANGES IN FUND BALANCE: | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>APPROVED<br>BUDGET |
|---|---|---|---|
| FUND BALANCE - BEGINNING OF YEAR | $811,149 | $811,726 | $811,726 |
| Excess/(Deficiency) Revenues over Expenditures | $577 | | |
| FUND BALANCE - END OF YEAR | $811,726 | $811,726 | $811,726 |
| Assigned/Available Fund Balance | $811,726 | | $811,726 |

| ECONOMIC DEVELOPMENT CAPITAL PROJECTS FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| OTHER REVENUES | $4,013 | $0 | $0 | $0 | $0 | --- |
| OTHER FINANCING SOURCES/TRANSFERS IN | $150,000 | $225,000 | $225,000 | $225,000 | $0 | 0% |
| **TOTAL REVENUES** | **$154,013** | **$225,000** | **$225,000** | **$225,000** | **$0** | **0%** |
| PRIOR YEAR FUND BALANCE | $0 | $0 | $0 | $0 | **$0** | **---** |
| **TOTAL REVENUES & OTHER SOURCES** | **$154,013** | **$225,000** | **$225,000** | **$225,000** | **$0** | **0%** |
| **EXPENDITURES:** | | | | | | |
| ECONOMIC DEVELOPMENT CAPITAL PROGRAM | $70,000 | $225,000 | $225,000 | $225,000 | $0 | 0% |
| **TOTAL EXPENDITURES** | **$70,000** | **$225,000** | **$225,000** | **$225,000** | **$0** | **0%** |
| **EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES** | **$84,013** | **$0** | **$0** | **$0** | **$0** | **---** |

| **CHANGES IN FUND BALANCE:** | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>APPROVED<br>BUDGET |
|---|---|---|---|
| FUND BALANCE - BEGINNING OF YEAR | $680,397 | $764,410 | $764,410 |
| Excess/(Deficiency) Revenues over Expenditures | $84,013 | | |
| Use of Fund Balance | | $0 | $0 |
| FUND BALANCE - END OF YEAR | $764,410 | $764,410 | $764,410 |
| Committed to Capital Projects | $733,100 | | $733,100 |
| Assigned/Available Fund Balance | $31,310 | | $31,310 |

| DEVELOPMENT AUTHORITY CAPITAL PROJECTS FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| CHARGES FOR SERVICES | $174,793 | $0 | $0 | $0 | $0 | --- |
| OTHER REVENUES | $171 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES &<br>OTHER SOURCES** | **$174,964** | **$0** | **$0** | **$0** | **$0** | **---** |
| **EXPENDITURES:** | | | | | | |
| HUMAN & ECONOMIC DEVELOPMENT | $35,904 | $0 | $0 | $0 | $0 | --- |
| **TOTAL EXPENDITURES** | **$35,904** | **$0** | **$0** | **$0** | **$0** | **---** |
| **EXCESS (DEFICIENCY) OF REVENUES<br>OVER EXPENDITURES** | **$139,060** | **$0** | **$0** | **$0** | **$0** | **---** |

| CHANGES IN FUND BALANCE: | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>APPROVED<br>BUDGET |
|---|---|---|---|
| FUND BALANCE - BEGINNING OF YEAR | $324,627 | $463,687 | $463,687 |
| Excess/(Deficiency) Revenues over Expenditures | $139,060 | | |
| FUND BALANCE - END OF YEAR | $463,687 | $463,687 | $463,687 |
| Assigned/Available Fund Balance | $463,687 | | $463,687 |

| GENERAL CAPITAL PROJECTS FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| OTHER TAXES | $9,848 | $0 | $0 | $0 | $0 | --- |
| OTHER REVENUES | $420,232 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES** | **$430,080** | **$0** | **$0** | **$0** | **$0** | **---** |
| PRIOR YEAR FUND BALANCE | $0 | $305,000 | $41,690 | $422,600 | $117,600 | 39% |
| OTHER FINANCING SOURCES/TRANSFERS IN | $4,440,000 | $5,355,600 | $9,975,300 | $3,226,600 | ($2,129,000) | -40% |
| **TOTAL REVENUES &<br>OTHER SOURCES** | **$4,870,080** | **$5,660,600** | **$10,016,990** | **$3,649,200** | **($2,011,400)** | **-36%** |
| **EXPENDITURES:** | | | | | | |
| AIRPORT | $45,150 | $125,000 | $149,000 | $30,000 | ($95,000) | -76% |
| BUILDING INSPECTION | $3,547 | $0 | $0 | $0 | $0 | --- |
| CENTRAL SERVICES | $992,934 | $1,625,000 | $3,244,200 | $1,905,000 | $280,000 | 17% |
| CLERK OF COURTS | $50,000 | $50,000 | $73,000 | $35,000 | ($15,000) | -30% |
| CORONER | $0 | $20,000 | $0 | $0 | ($20,000) | -100% |
| CORRECTIONS | $65,469 | $90,000 | $20,000 | $20,000 | ($70,000) | -78% |
| DISTRICT ATTORNEY | $65,276 | $101,500 | $0 | $0 | ($101,500) | -100% |
| FIRE SERVICES | $0 | $170,000 | $359,300 | $115,000 | ($55,000) | -32% |
| HUMAN RESOURCES | $125,828 | $30,000 | $0 | $0 | ($30,000) | -100% |
| INFORMATION TECHNOLOGY | $957,745 | $460,000 | $610,000 | $406,000 | ($54,000) | -12% |
| LEISURE SERVICES | $457,896 | $585,900 | $1,225,200 | $102,000 | ($483,900) | -83% |
| MANAGER'S OFFICE | $125,019 | $30,000 | $279,000 | $55,000 | $25,000 | 83% |
| MUNICIPAL COURT | $2,553 | $0 | $0 | $0 | $0 | --- |
| PLANNING & ZONING | $206,384 | $345,000 | $20,000 | $20,000 | ($325,000) | -94% |
| POLICE SERVICES | $870,680 | $471,200 | $1,687,200 | $656,200 | $185,000 | 39% |
| SHERIFF'S OFFICE | $85,323 | $52,000 | $30,000 | $0 | ($52,000) | -100% |
| SOLICITOR GENERAL'S OFFICE | $0 | $60,000 | $0 | $0 | ($60,000) | -100% |
| SUPERIOR COURTS | $49,980 | $0 | $0 | $0 | $0 | --- |
| TRANSIT | $0 | $50,000 | $85,000 | $0 | ($50,000) | -100% |
| TRANSPORTATION & PUBLIC WORKS | $1,208,832 | $1,270,000 | $2,173,400 | $290,000 | ($980,000) | -77% |
| OTHER GENERAL ADMINISTRATION | $73,633 | $125,000 | $20,000 | $15,000 | ($110,000) | -88% |
| OTHER FINANCING USES/TRANSFERS | $47,500 | $0 | $0 | $0 | $0 | --- |
| **TOTAL EXPENDITURES** | **$5,433,749** | **$5,660,600** | **$10,016,990** | **$3,649,200** | **($2,011,400)** | **-36%** |
| **EXCESS (DEFICIENCY) OF REVENUES<br>OVER EXPENDITURES** | **($563,669)** | **$0** | **$0** | **$0** | **$0** | **---** |

| CHANGES IN FUND BALANCE: | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>APPROVED<br>BUDGET |
|---|---|---|---|
| FUND BALANCE - BEGINNING OF YEAR | $9,898,652 | $9,334,983 | $9,029,983 |
| Excess/(Deficiency) Revenues over Expenditures | ($563,669) | $0 | $0 |
| Use of Fund Balance | | ($305,000) | ($422,600) |
| FUND BALANCE - END OF YEAR | $9,334,983 | $9,029,983 | $8,607,383 |
| Committed | $8,981,368 | | $8,607,383 |
| Assigned | $305,000 | | |

## ENTERPRISE FUNDS

| AIRPORT ENTERPRISE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| CHARGES FOR SERVICES | $2,284,605 | $2,607,760 | $2,364,451 | $2,364,451 | ($243,309) | -9% |
| OTHER REVENUES | $2,807 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES** | **$2,287,412** | **$2,607,760** | **$2,364,451** | **$2,364,451** | **($243,309)** | **-9%** |
| OTHER FINANCING SOURCES/TRANSFERS IN | $195,885 | $105,826 | $105,826 | $105,826 | $0 | 0% |
| **TOTAL REVENUE & OTHER SOURCES** | **$2,483,297** | **$2,713,586** | **$2,470,277** | **$2,470,277** | **($243,309)** | **-9%** |
| **EXPENSES:** | | | | | | |
| AIRPORT: | | | | | | |
| ADMINISTRATION | $223,998 | $236,778 | $254,018 | $255,085 | $18,307 | 8% |
| AIRPORT SERVICES | $1,520,860 | $1,887,086 | $1,765,733 | $1,769,805 | ($117,281) | -6% |
| AIRPORT MAINTENANCE | $129,976 | $162,600 | $179,600 | $179,600 | $17,000 | 10% |
| OTHER GENERAL ADMINISTRATION | $485,418 | $518,500 | $505,548 | $507,748 | ($10,752) | -2% |
| DEBT SERVICE | $26,641 | $25,163 | $22,327 | $22,327 | ($2,836) | -11% |
| **TOTAL EXPENSES** | **$2,386,893** | **$2,830,127** | **$2,727,226** | **$2,734,565** | **($95,562)** | **-3%** |
| OTHER FINANCING USES/TRANSFERS OUT | $58,288 | $61,802 | $67,206 | $68,522 | $6,720 | 11% |
| **TOTAL EXPENSES &<br>OTHER FINANCING USES** | **$2,445,181** | **$2,891,929** | **$2,794,432** | **$2,803,087** | ($88,842) | -3% |
| **NET INCOME OR (LOSS)<br>DESIGNATED FOR FUTURE CAPITAL IMPROVEMENTS & DEBT SERVICE REQUIREMENTS** | **$38,116** | **($178,343)** | **($324,155)** | **($332,810)** | **($154,467)** | **87%** |

| FY19 FUND SUMMARY<br>FLOW OF FUNDS VIEW | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **Sources:** | | | | | | |
| REVENUES AND OTHER SOURCES | $2,483,297 | $2,713,586 | $2,470,277 | $2,470,277 | ($243,309) | -9% |
| **Total Sources** | **$2,483,297** | **$2,713,586** | **$2,470,277** | **$2,470,277** | **($243,309)** | **-9%** |
| **Uses:** | | | | | | |
| EXPENSES & OTHER FINANCING USES | $2,445,181 | $2,891,929 | $2,794,432 | $2,803,087 | ($88,842) | -3% |
| Less: Depreciation Expense | ($229,311) | ($272,400) | ($229,400) | ($229,400) | $43,000 | -16% |
| Add: Debt Service Principal Payments | $86,512 | $88,060 | $89,651 | $89,651 | $1,591 | 2% |
| **Total Uses** | **$2,302,382** | **$2,707,589** | **$2,654,683** | **$2,663,338** | **($44,251)** | **-2%** |
| **Gain/(Loss)** | **$180,915** | **$5,997** | **($184,406)** | **($193,061)** | **($199,058)** | **-3319%** |
| **Changes in Net Position** | | | | | | |
| Beginning Unrestricted Net Position | $470,122 | $651,037 | | $657,034 | | |
| Gain/(Loss) from above | $180,915 | $5,997 | | ($193,061) | | |
| Ending Unrestricted Net Position | $651,037 | $657,034 | | $463,973 | | |
| Less: | | | | | | |
| Approved capital projects from prior years | ($48,016) | ($48,016) | | ($48,016) | | |
| Operating Reserve (3 months) | ($282,600) | ($302,800) | | ($298,000) | | |
| **Available Net Position** | **$320,421** | **$306,218** | | **$117,957** | | |

| LANDFILL ENTERPRISE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| INTERGOVERNMENTAL | $0 | $0 | $0 | $0 | $0 | --- |
| CHARGES FOR SERVICES | $4,263,779 | $3,562,000 | $3,812,000 | $3,812,000 | $250,000 | 7% |
| OTHER REVENUES | $49,601 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES** | **$4,313,380** | **$3,562,000** | **$3,812,000** | **$3,812,000** | **$250,000** | **7%** |
| OTHER FINANCING SOURCES/TRANSFERS IN | $0 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES AND OTHER FINANCING SOURCES** | **$4,313,380** | **$3,562,000** | **$3,812,000** | **$3,812,000** | **$250,000** | **7%** |
| **EXPENSES:** | | | | | | |
| SOLID WASTE: | | | | | | |
| RECYCLING | $876,155 | $1,059,830 | $1,111,437 | $1,100,532 | $40,702 | 4% |
| LANDFILL | $1,493,600 | $1,364,422 | $1,349,577 | $1,358,083 | ($6,339) | 0% |
| CLOSURE/POST-CLOSURE | $217,476 | $120,000 | $120,000 | $120,000 | $0 | 0% |
| OTHER GENERAL ADMINISTRATION | $1,600,117 | $1,552,100 | $1,038,312 | $1,043,512 | ($508,588) | -33% |
| **TOTAL EXPENSES** | **$4,187,348** | **$4,096,352** | **$3,619,326** | **$3,622,127** | **($474,225)** | **-12%** |
| OTHER FINANCING USES/TRANSFERS OUT | $281,060 | $290,071 | $305,924 | $307,779 | $17,708 | 6% |
| **TOTAL EXPENSES & OTHER FINANCING USES** | **$4,468,408** | **$4,386,423** | **$3,925,250** | **$3,929,906** | **($456,517)** | **-10%** |
| **NET INCOME OR (LOSS)** | **($155,028)** | **($824,423)** | **($113,250)** | **($117,906)** | **$706,517** | **-86%** |

| FY19 FUND SUMMARY<br>FLOW OF FUNDS VIEW | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **Sources:** | | | | | | |
| REVENUES AND OTHER SOURCES | $4,313,380 | $3,562,000 | $3,812,000 | $3,812,000 | $250,000 | 7% |
| **Uses:** | | | | | | |
| EXPENSES & OTHER FINANCING USES | $4,468,408 | $4,386,423 | $3,925,250 | $3,929,906 | ($456,517) | -10% |
| Less: Depreciation Expense | ($1,196,747) | ($1,230,000) | ($592,540) | ($592,540) | $637,460 | -52% |
| Add: Capital Funding | $466,931 | $3,553,000 | $623,000 | $623,000 | ($2,930,000) | -82% |
| Less: Anticipated Project Financing[1] | $0 | ($3,000,000) | $0 | $0 | $3,000,000 | -100% |
| **Total Uses** | **$3,738,592** | **$3,709,423** | **$3,955,710** | **$3,960,366** | **$250,943** | **7%** |
| **Gain/(Loss)** | **$574,788** | **($147,423)** | **($143,710)** | **($148,366)** | **($943)** | **1%** |
| **Changes in Net Position** | | | | | | |
| Beginning Unrestricted Net Position | $1,310,433 | $1,885,221 | | $1,737,798 | | |
| Gain/(Loss) from above | $574,788 | ($147,423) | | ($148,366) | | |
| Ending Unrestricted Net Position[2] | $1,885,221 | $1,737,798 | | $1,589,432 | | |
| Less: | | | | | | |
| Approved capital projects from prior years | ($712,875) | ($712,875) | | ($712,875) | | |
| Operating Reserve (3 months) | ($818,000) | ($789,000) | | ($834,000) | | |
| **Available Net Position** | **$354,346** | **$235,923** | | **$42,557** | | |

[1] FY18 includes $3,000,000 of anticipated project financing for Landfill Construction Phase V, Stages 1-3

[2] Unrestricted Net Position is calculated after deducting an estimated future cost, to close and monitor the landfill after closure, of $5,346,012.

| PUBLIC TRANSIT ENTERPRISE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| INTERGOVERNMENTAL REVENUES | $2,099,000 | $2,099,000 | $2,563,000 | $2,563,000 | $464,000 | 22% |
| CHARGES FOR SERVICES | $1,406,337 | $1,438,894 | $1,247,700 | $1,247,700 | ($191,194) | -13% |
| OTHER REVENUES | $31,751 | $10,000 | $10,000 | $10,000 | $0 | 0% |
| **TOTAL REVENUES** | **$3,537,088** | **$3,547,894** | **$3,820,700** | **$3,820,700** | **$272,806** | **8%** |
| OTHER FINANCING USES/TRANSFERS IN[1] | $2,502,201 | $1,706,859 | $1,885,010 | $1,706,859 | $0 | 0% |
| **TOTAL REVENUES AND OTHER FINANCING SOURCES** | **$6,039,289** | **$5,254,753** | **$5,705,710** | **$5,527,559** | **$272,806** | **5%** |
| **EXPENSES:** | | | | | | |
| TRANSIT: | | | | | | |
| ADMINISTRATION | $420,553 | $534,056 | $627,457 | $581,950 | $47,894 | 9% |
| TRANSIT OPERATIONS | $3,135,036 | $3,658,692 | $3,606,692 | $3,592,855 | ($65,837) | -2% |
| DEMAND RESPONSE | $261,714 | $334,735 | $318,167 | $320,526 | ($14,209) | -4% |
| TRANSIT MAINTENANCE | $965,381 | $986,096 | $1,000,256 | $1,009,181 | $23,085 | 2% |
| OTHER GENERAL ADMINISTRATION | $1,771,965 | $2,427,100 | $3,487,078 | $3,502,878 | $1,075,778 | 44% |
| **TOTAL EXPENSES** | **$6,554,649** | **$7,940,679** | **$9,039,650** | **$9,007,390** | **$1,066,711** | **13%** |
| OTHER FINANCING USES/TRANSFERS OUT | $429,836 | $467,331 | $551,470 | $569,557 | $102,226 | 22% |
| **TOTAL EXPENSES & OTHER USES** | **$6,984,485** | **$8,408,010** | **$9,591,120** | **$9,576,947** | **$2,244,715** | **27%** |
| **NET INCOME OR (LOSS)** | **($945,196)** | **($3,153,257)** | **($3,885,410)** | **($4,049,388)** | **($896,131)** | **28%** |

| FY19 FUND SUMMARY<br>FLOW OF FUNDS VIEW | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **Sources:** | | | | | | |
| REVENUES AND OTHER SOURCES | $6,039,289 | $5,254,753 | $5,705,710 | $5,527,559 | $272,806 | 5% |
| Less: Donated Assets | ($53,017) | $0 | $0 | $0 | $0 | --- |
| **Total Sources** | **$5,986,272** | **$5,254,753** | **$5,705,710** | **$5,527,559** | **$272,806** | **5%** |
| **Uses:** | | | | | | |
| EXPENSES & OTHER FINANCING USES | $6,984,485 | $8,408,010 | $9,591,120 | $9,576,947 | $1,168,937 | 14% |
| Less: Depreciation Expense | ($1,305,621) | ($1,959,300) | ($2,921,000) | ($2,921,000) | ($961,700) | 49% |
| Add: Capital Funding | $97,127 | $0 | $0 | $0 | $0 | --- |
| **Total Uses** | **$5,775,991** | **$6,448,710** | **$6,670,120** | **$6,655,947** | **$207,237** | **3%** |
| **Gain/(Loss)** | **$210,281** | **($1,193,957)** | **($964,410)** | **($1,128,388)** | **$65,569** | **-5%** |
| **Changes in Net Position** | | | | | | |
| Beginning Unrestricted Net Position | $4,175,400 | $4,385,681 | | $3,191,724 | | |
| Gain/(Loss) from above | $210,281 | ($1,193,957) | | ($1,128,388) | | |
| Ending Unrestricted Net Position | $4,385,681 | $3,191,724 | | $2,063,336 | | |
| Less: | | | | | | |
| Approved capital projects from prior years | ($30,154) | ($30,154) | | ($30,154) | | |
| Operating Reserve (3 months) | ($1,420,000) | ($1,612,000) | | ($1,664,000) | | |
| **Available Net Position** | **$2,935,527** | **$1,549,570** | | **$369,182** | | |

[1]Grant local match includes General Fund contribution ($1,706,859) and excess match from prior years in unrestricted fund balance ($856,141), totaling the anticipated Federal Grant amount of $2,563,000.

| WATER & SEWER ENTERPRISE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| CHARGES FOR SERVICES | $54,044,735 | $52,270,498 | $53,920,498 | $53,920,498 | $1,650,000 | 3% |
| OTHER REVENUES | $967,545 | $241,966 | $241,966 | $241,966 | $0 | 0% |
| **TOTAL REVENUES** | **$55,012,280** | **$52,512,464** | **$54,162,464** | **$54,162,464** | **$1,650,000** | **3%** |
| OTHER FINANCING SOURCES/TRANSFERS IN | $35,906 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES AND OTHER FINANCING SOURCES** | **$55,048,186** | **$52,512,464** | **$54,162,464** | **$54,162,464** | **$1,650,000** | **3%** |
| **EXPENSES:** | | | | | | |
| ADMINISTRATION | $820,308 | $1,063,221 | $1,146,748 | $1,154,117 | $90,896 | 9% |
| CONSTRUCTION & PROJECT MANAGEMENT | $5,445,173 | $6,423,828 | $6,318,841 | $6,363,135 | ($60,693) | -1% |
| PLANT OPERATIONS | $10,150,525 | $11,085,579 | $11,645,375 | $11,695,233 | $609,654 | 5% |
| ENGINEERING MANAGEMENT | $413,295 | $532,660 | $536,551 | $541,770 | $9,110 | 2% |
| BUILDING INSPECTION - CROSS CONNECTION | $25,802 | $26,646 | $27,287 | $27,621 | $975 | 4% |
| INFORMATION TECHNOLOGY | $0 | $0 | $56,842 | $57,056 | $57,056 | --- |
| OTHER GENERAL ADMINISTRATION | $12,938,539 | $13,124,900 | $13,410,970 | $13,498,770 | $373,870 | 3% |
| DEBT SERVICE | $10,467,249 | $10,472,000 | $9,807,709 | $9,807,709 | ($664,291) | -6% |
| **TOTAL EXPENSES** | **$40,260,891** | **$42,728,834** | **$42,950,323** | **$43,145,411** | **$416,577** | **1%** |
| OTHER FINANCING USES/TRANSFERS OUT | $1,359,698 | $1,434,909 | $1,630,840 | $1,555,150 | $120,241 | 8% |
| **TOTAL EXPENSES & OTHER USES** | **$41,620,589** | **$44,163,743** | **$44,581,163** | **$44,700,561** | **$536,818** | **1%** |
| **NET INCOME OR (LOSS) DESIGNATED FOR FUTURE CAPITAL IMPROVEMENTS & DEBT SERVICE REQUIREMENTS** | **$13,427,597** | **$8,348,721** | **$9,581,301** | **$9,461,903** | **$582,082** | **7%** |

| FY19 FUND SUMMARY<br>FLOW OF FUNDS VIEW | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **Sources:** | | | | | | |
| REVENUES AND OTHER SOURCES | $55,048,186 | $52,512,464 | $54,162,464 | $54,162,464 | $1,650,000 | 3% |
| Less: Donated Assets | ($35,906) | $0 | $0 | $0 | $0 | --- |
| **Total Sources** | **$55,012,280** | **$52,512,464** | **$54,162,464** | **$54,162,464** | **$1,650,000** | **3%** |
| **Uses:** | | | | | | |
| EXPENSES & OTHER FINANCING USES | $41,620,589 | $44,163,743 | $44,581,163 | $44,700,561 | $536,818 | 1% |
| Less: Depreciation Expense | ($11,173,838) | ($11,248,600) | ($11,248,600) | ($11,248,600) | $0 | 0% |
| Add: Debt Service Principal Payments | $6,227,800 | $6,533,284 | $6,848,343 | $6,848,343 | $315,059 | 5% |
| Add: Capital Funding | $10,719,119 | $21,514,206 | $28,683,400 | $28,683,400 | $7,169,194 | 33% |
| **Total Uses** | **$47,393,670** | **$60,962,633** | **$68,864,306** | **$68,983,704** | **$8,021,071** | **13%** |
| **Gain/(Loss)** | **$7,618,610** | **($8,450,169)** | **($14,701,842)** | **($14,821,240)** | **($6,371,071)** | **75%** |
| **Changes in Net Position** | | | | | | |
| Beginning Unrestricted Net Position | $89,761,982 | $97,380,592 | | $88,930,423 | | |
| Gain/(Loss) from above | $7,618,610 | ($8,450,169) | | ($14,821,240) | | |
| Ending Unrestricted Net Position | $97,380,592 | $88,930,423 | | $74,109,183 | | |
| Less: | | | | | | |
| Approved capital projects from prior years | ($62,982,030) | ($62,982,030) | | ($62,982,030) | | |
| Operating Reserve (3 months) | ($4,995,000) | ($5,611,000) | | ($5,911,000) | | |
| **Available Net Position** | **$29,403,562** | **$20,337,393** | | **$5,216,153** | | |

| SOLID WASTE COLLECTION ENTERPRISE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| CHARGES FOR SERVICES | $3,457,758 | $3,429,800 | $3,396,800 | $3,396,800 | ($33,000) | -1% |
| OTHER REVENUES | $6,873 | $3,000 | $0 | $0 | ($3,000) | -100% |
| **TOTAL REVENUES** | **$3,464,631** | **$3,432,800** | **$3,396,800** | **$3,396,800** | **($36,000)** | **-1%** |
| OTHER FINANCING SOURCES | $256,724 | $135,000 | $135,000 | $135,000 | $0 | 0% |
| **TOTAL REVENUES AND OTHER FINANCING SOURCES** | **$3,721,355** | **$3,567,800** | **$3,531,800** | **$3,531,800** | **($36,000)** | **-1%** |
| **EXPENSES:** | | | | | | |
| ADMINISTRATION | $353,580 | $367,213 | $370,124 | $373,593 | $6,380 | 2% |
| COLLECTION | $2,189,997 | $2,388,075 | $2,369,316 | $2,374,526 | ($13,549) | -1% |
| OTHER GENERAL ADMINISTRATION | $668,714 | $652,600 | $696,208 | $710,008 | $57,408 | 9% |
| **TOTAL EXPENSES** | **$3,212,291** | **$3,407,888** | **$3,435,648** | **$3,458,127** | **$50,239** | **1%** |
| OTHER FINANCING USES/TRANSFERS OUT | $203,415 | $210,559 | $238,510 | $243,062 | **$32,503** | **15%** |
| **TOTAL EXPENSES & OTHER FINANCING USES** | **$3,415,706** | **$3,618,447** | **$3,674,158** | **$3,701,189** | **$82,742** | **2%** |
| **NET INCOME OR (LOSS)** | **$305,649** | **($50,647)** | **($142,358)** | **($169,389)** | **($118,742)** | **234%** |

| FY19 FUND SUMMARY<br>FLOW OF FUNDS VIEW | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **Sources:** | | | | | | |
| REVENUES AND OTHER SOURCES | $3,721,355 | $3,567,800 | $3,531,800 | $3,531,800 | ($36,000) | -1% |
| **Uses:** | | | | | | |
| EXPENSES & OTHER FINANCING USES | $3,415,706 | $3,618,447 | $3,674,158 | $3,701,189 | $82,742 | 2% |
| Less: Depreciation Expense | ($334,276) | ($319,500) | ($319,500) | ($319,500) | $0 | 0% |
| Add: Capital Funding | $281,300 | $729,000 | $739,000 | $739,000 | $10,000 | 1% |
| **Total Uses** | **$3,362,730** | **$4,027,947** | **$4,093,658** | **$4,120,689** | **$92,742** | **2%** |
| **Gain/(Loss)** | **$358,625** | **($460,147)** | **($561,858)** | **($588,889)** | **($128,742)** | **28%** |
| **Changes in Net Position** | | | | | | |
| Beginning Unrestricted Net Position | $636,392 | $995,017 | | $534,870 | | |
| Gain/(Loss) from above | $358,625 | ($460,147) | | ($588,889) | | |
| Ending Unrestricted Net Position | $995,017 | $534,870 | | ($54,019) | | |
| Less: | | | | | | |
| Approved capital projects from prior years | ($45,556) | ($45,556) | | ($45,556) | | |
| Operating Reserve (3 months) | ($770,000) | ($825,000) | | ($845,000) | | |
| **Available Net Position** | **$179,461** | **($335,686)** | | **($944,575)** | | |

| STORMWATER UTILITY ENTERPRISE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| CHARGES FOR SERVICES | $3,852,901 | $4,042,500 | $4,169,800 | $4,169,800 | $127,300 | 3% |
| OTHER REVENUES | $43,360 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES** | **$3,896,261** | **$4,042,500** | **$4,169,800** | **$4,169,800** | **$127,300** | **3%** |
| OTHER FINANCING SOURCES | $0 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES AND OTHER FINANCING SOURCES** | **$3,896,261** | **$4,042,500** | **$4,169,800** | **$4,169,800** | **$127,300** | **3%** |
| **EXPENSES:** | | | | | | |
| STORMWATER MANAGEMENT | $2,614,998 | $3,023,100 | $3,198,769 | $3,219,708 | $196,608 | 7% |
| OTHER GENERAL ADMINISTRATION | $534,138 | $521,400 | $582,531 | $594,981 | $73,581 | 14% |
| DEBT SERVICE | $18 | $0 | $0 | $0 | $0 | --- |
| **TOTAL EXPENSES** | **$3,149,154** | **$3,544,500** | **$3,781,300** | **$3,814,689** | **$270,189** | **8%** |
| OTHER FINANCING USES/TRANSFERS OUT | $269,387 | $294,360 | $343,276 | $349,971 | $55,611 | 19% |
| **TOTAL EXPENSES & OTHER FINANCING USES** | **$3,418,541** | **$3,838,860** | **$4,124,576** | **$4,164,660** | **$325,800** | **8%** |
| **NET INCOME OR (LOSS) DESIGNATED FOR FUTURE CAPITAL IMPROVEMENTS & DEBT SERVICE REQUIREMENTS** | **$477,720** | **$203,640** | **$45,224** | **$5,140** | **($198,500)** | **-97%** |

| FY19 FUND SUMMARY<br>FLOW OF FUNDS VIEW | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **Sources:** | | | | | | |
| REVENUES AND OTHER SOURCES | $3,896,261 | $4,042,500 | $4,169,800 | $4,169,800 | $127,300 | 3% |
| **Total Sources** | **$3,896,261** | **$4,042,500** | **$4,169,800** | **$4,169,800** | **$127,300** | **3%** |
| **Uses:** | | | | | | |
| EXPENSES & OTHER FINANCING USES | $3,418,541 | $3,838,860 | $4,124,576 | $4,164,660 | $325,800 | 8% |
| Less: Depreciation Expense | ($369,617) | ($376,100) | ($384,100) | ($384,100) | ($8,000) | 2% |
| Add: Debt Service Principal Payments | $7,345 | $0 | $0 | $0 | $0 | --- |
| Add: Capital Funding | $776,237 | $0 | $1,100,000 | $1,100,000 | $1,100,000 | --- |
| **Total Uses** | **$3,832,506** | **$3,462,760** | **$4,840,476** | **$4,880,560** | **$1,417,800** | **41%** |
| **Gain/(Loss)** | **$63,755** | **$579,740** | **($670,676)** | **($710,760)** | **($1,290,500)** | **-223%** |
| **Changes in Net Position** | | | | | | |
| Beginning Unrestricted Net Position | $5,730,378 | $5,794,133 | | $6,373,873 | | |
| Gain/(Loss) from above | $63,755 | $579,740 | | ($710,760) | | |
| Ending Unrestricted Net Position | $5,794,133 | $6,373,873 | | $5,663,113 | | |
| Less: | | | | | | |
| Approved capital projects from prior years | ($1,841,261) | ($1,841,261) | | ($1,841,261) | | |
| Operating Reserve (3 months) | ($855,000) | ($960,000) | | ($1,041,000) | | |
| **Available Net Position** | **$3,097,872** | **$3,572,612** | | **$2,780,852** | | |

## INTERNAL SERVICE FUNDS

| INTERNAL SUPPORT INTERNAL SERVICE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| CHARGES FOR SERVICES | $1,661,122 | $2,006,000 | $1,892,200 | $1,892,200 | ($113,800) | -6% |
| OTHER REVENUES | $2,622 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES AND OTHER FINANCING SOURCES** | **$1,663,745** | **$2,006,000** | **$1,892,200** | **$1,892,200** | **($113,800)** | **-6%** |
| **EXPENSES:** | | | | | | |
| CENTRAL SERVICES | $1,632,604 | $1,870,957 | $1,777,290 | $1,780,301 | ($90,656) | -5% |
| OTHER GENERAL ADMINISTRATION | $58,460 | $62,900 | $55,000 | $56,000 | ($6,900) | -11% |
| **TOTAL EXPENSES** | **$1,691,064** | **$1,933,857** | **$1,832,290** | **$1,836,301** | **($97,556)** | **-5%** |
| OTHER FINANCING USES/TRANSFERS OUT | $31,838 | $33,728 | $37,647 | $38,459 | $4,731 | 14% |
| **TOTAL EXPENSES & OTHER FINANCING USES** | **$1,722,902** | **$1,967,585** | **$1,869,937** | **$1,874,760** | ($92,825) | **-5%** |
| CURRENT YEAR CAPITAL EXPEND. | $0 | $40,000 | $40,000 | $40,000 | $0 | 0% |
| **NET INCOME OR (LOSS)** | **($59,157)** | **($1,585)** | **($17,737)** | **($22,560)** | **($20,975)** | **1323%** |

| FY19 FUND SUMMARY<br>FLOW OF FUNDS VIEW | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **Sources:** | | | | | | |
| REVENUES AND OTHER SOURCES | $1,663,745 | $2,006,000 | $1,892,200 | $1,892,200 | ($113,800) | -6% |
| **Uses:** | | | | | | |
| EXPENSES & OTHER FINANCING USES | $1,722,902 | $1,967,585 | $1,869,937 | $1,874,760 | ($92,825) | -5% |
| Less: Depreciation Expense | ($57,674) | ($58,000) | ($44,000) | ($44,000) | $14,000 | -24% |
| Add: Capital Funding | $0 | $40,000 | $40,000 | $40,000 | $0 | 0% |
| **Total Uses** | **$1,665,228** | **$1,949,585** | **$1,865,937** | **$1,870,760** | **($78,825)** | **-4%** |
| **Gain/(Loss)** | **($1,483)** | **$56,415** | **$26,263** | **$21,440** | **($34,975)** | **-62%** |
| **Changes in Net Position** | | | | | | |
| Beginning Unrestricted Net Position | $567,108 | $565,625 | | $622,040 | | |
| Gain/(Loss) from above | ($1,483) | $56,415 | | $21,440 | | |
| Ending Unrestricted Net Position | $565,625 | $622,040 | | $643,480 | | |
| Less: | | | | | | |
| Approved capital projects from prior years | ($314,435) | ($314,435) | | ($314,435) | | |
| Operating Reserve (1 month) | ($139,000) | ($159,000) | | ($153,000) | | |
| **Available Net Position** | **$112,190** | **$148,605** | | **$176,045** | | |

| FLEET MANAGEMENT INTERNAL SERVICE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| CHARGES FOR SERVICES | $2,265,784 | $2,581,594 | $2,541,080 | $2,541,080 | ($40,514) | -2% |
| OTHER REVENUES | $1,043 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES** | **$2,266,827** | **$2,581,594** | **$2,541,080** | **$2,541,080** | **($40,514)** | **-2%** |
| **EXPENSES:** | | | | | | |
| CENTRAL SERVICES: FLEET MANAGEMENT | $2,264,403 | $2,405,072 | $2,401,123 | $2,407,798 | $2,726 | 0% |
| OTHER GENERAL ADMINISTRATION | $33,049 | $28,200 | $42,700 | $45,200 | $17,000 | 60% |
| **TOTAL EXPENSES** | **$2,297,452** | **$2,433,272** | **$2,443,823** | **$2,452,998** | **$19,726** | **1%** |
| OTHER FINANCING USES/TRANSFERS OUT | $79,195 | $82,878 | $94,140 | $95,992 | $13,114 | 16% |
| **TOTAL EXPENSES &<br>OTHER FINANCING USES** | **$2,376,647** | **$2,516,150** | **$2,537,963** | **$2,548,990** | $32,840 | **1%** |
| **NET INCOME OR (LOSS)** | **($109,820)** | **$65,444** | **$3,117** | **($7,910)** | **($73,354)** | **-112%** |

| FY19 FUND SUMMARY<br>FLOW OF FUNDS | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **Sources:** | | | | | | |
| REVENUES AND OTHER SOURCES | $2,266,827 | $2,581,594 | $2,541,080 | $2,541,080 | ($40,514) | -2% |
| **Uses:** | | | | | | |
| EXPENSES & OTHER FINANCING USES | $2,376,647 | $2,516,150 | $2,537,963 | $2,548,990 | $32,840 | 1% |
| Less: Depreciation Expense | ($14,496) | ($14,600) | ($14,600) | ($14,600) | $0 | 0% |
| Add: Capital Funding | $0 | $0 | $30,000 | $30,000 | $30,000 | --- |
| **Total Uses** | **$2,362,151** | **$2,501,550** | **$2,553,363** | **$2,564,390** | **$62,840** | **3%** |
| **Gain/(Loss)** | **($95,324)** | **$80,044** | **($12,283)** | **($23,310)** | **($103,354)** | **-129%** |
| **Changes in Net Position** | | | | | | |
| Beginning Unrestricted Net Position | $248,413 | $153,089 | | $233,133 | | |
| Gain/(Loss) from above | ($95,324) | $80,044 | | ($23,310) | | |
| Ending Unrestricted Net Position | $153,089 | $233,133 | | $209,823 | | |
| Less: | | | | | | |
| Approved capital projects from prior years | $0 | ($27,981) | | $0 | | |
| Operating Reserve (1 month) | ($197,000) | ($208,000) | | ($211,000) | | |
| **Available Net Position** | **($43,911)** | **($2,848)** | | **($1,177)** | | |

| FLEET REPLACEMENT INTERNAL SERVICE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| CHARGES FOR SERVICES | $1,258,206 | $1,569,500 | $1,858,035 | $1,858,035 | $288,535 | 18% |
| OTHER REVENUES | $340,093 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES** | **$1,598,299** | **$1,569,500** | **$1,858,035** | **$1,858,035** | **$288,535** | **18%** |
| OTHER FINANCING SOURCES | $69,542 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES &<br>OTHER SOURCES** | **$1,667,841** | **$1,569,500** | **$1,858,035** | **$1,858,035** | **$288,535** | **18%** |
| **EXPENSES:** | | | | | | |
| OTHER GENERAL ADMINISTRATION | $90,000 | $90,000 | $90,000 | $90,000 | $0 | 0% |
| INTEREST EXPENSES | $270,983 | $0 | $0 | $0 | $0 | --- |
| **TOTAL EXPENSES** | **$360,983** | **$90,000** | **$90,000** | **$90,000** | **$0** | **0%** |
| CAPITAL: Purchase of Repl. Vehicles | $1,979,245 | $2,480,000 | $2,790,800 | $2,790,800 | $310,800 | 13% |
| **TOTAL EXPENDITURES & CAPITAL** | **$2,340,228** | **$2,570,000** | **$2,880,800** | **$2,880,800** | **$310,800** | **12%** |
| **NET INCOME OR (LOSS)** | **($672,387)** | **($1,000,500)** | **($1,022,765)** | **($1,022,765)** | **($22,265)** | **2%** |

| FY19 FUND SUMMARY<br>FLOW OF FUNDS VIEW | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **Sources:** | | | | | | |
| REVENUES AND OTHER SOURCES | $1,667,841 | $1,569,500 | $1,858,035 | $1,858,035 | $288,535 | 18% |
| **Uses:** | | | | | | |
| EXPENSES & OTHER FINANCING USES | $360,983 | $90,000 | $90,000 | $90,000 | $0 | 0% |
| Less: Depreciation Expense | ($1,698,606) | $0 | $0 | $0 | $0 | --- |
| Add: Capital Funding | ($1,339,151) | $2,480,000 | $2,790,800 | $2,790,800 | $310,800 | 13% |
| **Total Uses** | **($2,676,774)** | **$2,570,000** | **$2,880,800** | **$2,880,800** | **$310,800** | **12%** |
| **Gain/(Loss)** | **$4,344,615** | **($1,000,500)** | **($1,022,765)** | **($1,022,765)** | **($22,265)** | **2%** |
| **Changes in Net Position** | | | | | | |
| Beginning Unrestricted Net Position | $3,434,657 | $7,779,272 | | $6,778,772 | | |
| Gain/(Loss) from above | $4,344,615 | ($1,000,500) | | ($1,022,765) | | |
| Ending Unrestricted Net Position | $7,779,272 | $6,778,772 | | $5,756,007 | | |
| Less: | | | | | | |
| Reserve | ($1,100,000) | ($1,100,000) | | ($1,100,000) | | |
| **Available Net Position** | **$6,679,272** | **$5,678,772** | | **$4,656,007** | | |

| INSURANCE & CLAIMS INTERNAL SERVICE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| CHARGES FOR SERVICES | $3,293,348 | $3,265,000 | $3,265,000 | $3,265,000 | $0 | 0% |
| OTHER REVENUES | $545,766 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES** | **$3,839,114** | **$3,265,000** | **$3,265,000** | **$3,265,000** | **$0** | **0%** |
| **EXPENSES:** | | | | | | |
| HUMAN RESOURCES | $366,617 | $448,442 | $463,195 | $465,147 | $16,705 | 4% |
| OTHER GENERAL ADMINISTRATION | $1,988,895 | $2,689,800 | $2,700,700 | $2,701,800 | $12,000 | 0% |
| **TOTAL EXPENSES** | **$2,355,512** | **$3,138,242** | **$3,163,895** | **$3,166,947** | **$28,705** | **1%** |
| OTHER FINANCING USES/TRANSFERS OUT | $35,784 | $35,917 | $39,260 | $39,971 | $4,054 | 11% |
| **TOTAL EXPENSES &<br>OTHER FINANCING USES** | **$2,391,296** | **$3,174,159** | **$3,203,155** | **$3,206,918** | $32,759 | **1%** |
| **NET INCOME (LOSS)** | **$1,447,818** | **$90,841** | **$61,845** | **$58,082** | **($32,759)** | **-36%** |

| FY19 FUND SUMMARY<br>FLOW OF FUNDS VIEW | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **Sources:** | | | | | | |
| REVENUES AND OTHER SOURCES | $3,839,114 | $3,265,000 | $3,265,000 | $3,265,000 | $0 | 0% |
| **Uses:** | | | | | | |
| EXPENSES & OTHER FINANCING USES | $2,391,296 | $3,174,159 | $3,203,155 | $3,206,918 | $32,759 | 1% |
| **Total Uses** | **$2,391,296** | **$3,174,159** | **$3,203,155** | **$3,206,918** | **$32,759** | **1%** |
| **Gain/(Loss)** | **$1,447,818** | **$90,841** | **$61,845** | **$58,082** | **($32,759)** | **-36%** |
| **Changes in Net Position** | | | | | | |
| Beginning Unrestricted Net Position | $630,619 | $2,078,437 | | $2,169,278 | | |
| Gain/(Loss) from above | $1,447,818 | $90,841 | | $58,082 | | |
| Ending Unrestricted Net Position | $2,078,437 | $2,169,278 | | $2,227,360 | | |
| Less: | | | | | | |
| Operating Reserve (1 month) | ($199,000) | ($265,000) | | ($267,000) | | |
| **Avaliable Net Position** | **$1,879,437** | **$1,904,278** | | **$1,960,360** | | |

| HEALTH INSURANCE INTERNAL SERVICE FUND<br>FY19 FUND SUMMARY | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **REVENUES:** | | | | | | |
| CHARGES FOR SERVICES | $14,251,887 | $15,701,878 | $16,480,870 | $16,480,870 | $778,992 | 5% |
| OTHER REVENUES | $2,568 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES** | **$14,254,455** | **$15,701,878** | **$16,480,870** | **$16,480,870** | **$778,992** | **5%** |
| OTHER FINANCING SOURCES/TRANSFERS IN | $1,000,000 | $0 | $0 | $0 | $0 | --- |
| **TOTAL REVENUES AND OTHER FINANCING SOURCES** | **$15,254,455** | **$15,701,878** | **$16,480,870** | **$16,480,870** | **$778,992** | **5%** |
| **EXPENSES:** | | | | | | |
| HUMAN RESOURCES | $477,146 | $570,996 | $686,745 | $689,883 | $118,887 | 21% |
| OTHER GENERAL ADMINISTRATION | $15,140,675 | $14,691,390 | $15,422,059 | $15,423,259 | $731,869 | 5% |
| **TOTAL EXPENSES** | **$15,617,821** | **$15,262,386** | **$16,108,804** | **$16,113,142** | **$850,756** | **6%** |
| OTHER FINANCING USES/TRANSFERS OUT | $23,711 | $25,300 | $27,672 | $28,365 | $3,065 | 12% |
| **TOTAL EXPENSES & OTHER FINANCING USES** | **$15,641,532** | **$15,287,686** | **$16,136,476** | **$16,141,507** | $853,821 | **6%** |
| **NET INCOME** | **($387,077)** | **$414,192** | **$344,394** | **$339,363** | **($74,829)** | **-18%** |

| FY19 FUND SUMMARY<br>FLOW OF FUNDS VIEW | FY17<br>ACTUAL | FY18<br>ORIGINAL<br>BUDGET | FY19<br>DEPARTMENT<br>REQUESTED | FY19<br>APPROVED<br>BUDGET | $<br>INC/(DEC)<br>OVER FY18 | %<br>INC/<br>(DEC) |
|---|---|---|---|---|---|---|
| **Sources:** | | | | | | |
| REVENUES AND OTHER SOURCES | $15,254,455 | $15,701,878 | $16,480,870 | $16,480,870 | $778,992 | 5% |
| **Uses:** | | | | | | |
| EXPENSES & OTHER FINANCING USES | $15,641,532 | $15,287,686 | $16,136,476 | $16,141,507 | $853,821 | 6% |
| **Total Uses** | **$15,641,532** | **$15,287,686** | **$16,136,476** | **$16,141,507** | **$853,821** | **6%** |
| **Gain/(Loss)** | **($387,077)** | **$414,192** | **$344,394** | **$339,363** | **($74,829)** | **-18%** |
| **Changes in Net Position** | | | | | | |
| Beginning Unrestricted Net Position | ($594,900) | ($981,977) | | ($567,785) | | |
| Gain/(Loss) from above | ($387,077) | $414,192 | | $339,363 | | |
| Ending Unrestricted Net Position | ($981,977) | ($567,785) | | ($228,422) | | |
| Less: | | | | | | |
| Operating Reserve (1 month) | ($1,303,000) | ($1,274,000) | | ($1,345,000) | | |
| **Available Net Position** | **($2,284,977)** | **($1,841,785)** | | **($1,573,422)** | | |

## FY19 Interfund Transfers and Charges

Listed below are the budgeted transfers and charges for services between Athens-Clarke County Funds. In order to avoid "double counting" these dollars, they are subtracted from the aggregate total of all funds.

| **Interfund Transfers** | **FY19 Approved** |
|---|---|
| General Fund transfer to: | |
| Emergency Telephone Fund | $675,933 |
| Grants Special Revenue Fund | $212,324 |
| Special Programs Fund | $240,093 |
| Public Facilities Authority Fund | $516,233 |
| Airport Enterprise Fund | $105,826 |
| Transit Enterprise Fund | $1,706,859 |
| General Capital Projects Fund | $3,226,600 |
| Economic Development Capital Projects Fund | $225,000 |
| Subtotal | $6,908,868 |
| Transfers to General Fund from: | |
| Hotel Motel Special Revenue Fund | $190,000 |
| Sheriff Inmate Special Revenue Fund | $35,000 |
| Airport Enterprise Fund | $68,522 |
| Landfill Enterprise Fund | $172,779 |
| Transit Enterprise Fund | $569,557 |
| Water & Sewer Enterprise Fund | $1,662,541 |
| Solid Waste Enterprise Fund | $243,062 |
| Storm Water Utility Enterprise Fund | $349,971 |
| Internal Support Internal Service Fund | $38,459 |
| Fleet Management Internal Service Fund | $95,992 |
| Self Funded Insurance & Claims Internal Service Fund | $39,971 |
| Self Funded Health Insurance Internal Service Fund | $28,365 |
| Subtotal | $3,494,219 |
| Landfill transfer for administration to: | |
| Solid Waste Fund | $135,000 |
| **Charges for Services** | |
| General Fund Administrative Overhead Charge to: | |
| Airport Enterprise Fund | $180,048 |
| Landfill Enterprise Fund | $167,772 |
| Transit Enterprise Fund | $394,878 |
| Water & Sewer Enterprise Fund | $1,364,670 |
| Solid Waste Enterprise Fund | $310,308 |
| Stormwater Utility Enterprise Fund | $102,981 |
| Internal Service Fund Operations: | |
| Internal Support | $1,892,200 |
| Fleet Management | $2,541,080 |
| Fleet Replacement Program | $1,858,035 |
| Self-Funded Insurance Program | $3,265,000 |
| Health Insurance Program | $10,513,845 |
| Subtotal | $22,590,817 |
| Total Interfund Transfers | $33,128,904 |

# FY19 Budget
# INDEPENDENT AGENCIES

| AGENCY NAME<br>GENERAL FUND | FY16 Budget | FY17 Budget | FY18 Budget | FY19 Agency Request | FY19 Budget | $ Inc./Dec Over FY18 | % Inc./Dec Over FY18 |
|---|---|---|---|---|---|---|---|
| Advantage Behavioral Health Systems | 163,027 | 163,027 | 163,842 | 180,206 | 180,206 | 16,364 | 10.0% |
| Athens-Clarke County Libraries | 1,789,419 | 1,809,419 | 1,916,680 | 2,002,263 | 2,002,263 | 85,583 | 4.5% |
| Athens Community Council on Aging, Inc. (Operating) | 267,298 | 267,298 | 267,300 | 267,300 | 267,300 | - | 0.0% |
| Capital (Van) | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | - | 0.0% |
| Athens Neighborhood Health Center | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | - | 0.0% |
| Clarke County Public Health Department | 871,354 | 946,354 | 946,354 | 946,354 | 946,354 | - | 0.0% |
| Department of Family & Children Services | 167,600 | 208,600 | 208,600 | 208,600 | 208,600 | - | 0.0% |
| **TOTAL QUASI-GOVERNMENTAL** | **$ 3,378,698** | **$ 3,514,698** | **$ 3,622,776** | **$ 3,724,723** | **$ 3,724,723** | **$ 101,947** | **2.8%** |
| Athens Cultural Affairs Commission | 21,000 | 21,000 | 21,000 | 21,000 | 21,000 | - | 0.0% |
| Athens Tutorial Program, Inc. | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | - | 0.0% |
| Oconee Rivers Greenway Commission | 5,500 | 8,000 | 13,000 | 16,500 | 16,500 | 3,500 | 26.9% |
| Project Safe, Inc. | 5,000 | 5,000 | - | - | - | - | - |
| United Way of NE GA 2-1-1/Community Connection | 24,402 | 24,402 | 24,402 | 24,402 | 24,402 | - | 0.0% |
| **TOTAL COMMUNITY SERVICE AGENCIES** | **$ 59,402** | **$ 61,902** | **$ 61,902** | **$ 65,402** | **$ 65,402** | **$ 3,500** | **5.7%** |
| **TOTAL GENERAL FUND** | **$ 3,438,100** | **$ 3,576,600** | **$ 3,684,678** | **$ 3,790,125** | **$ 3,790,125** | **$ 105,447** | **2.9%** |
| **HOTEL-MOTEL TAX SPECIAL REVENUE FUND** | | | | | | | |
| Athens Convention & Visitors Bureau | 785,500 | 879,760 | 974,020 | 1,068,280 | 1,068,280 | 94,260 | 9.7% |
| Classic Center Authority | 1,357,250 | 1,520,120 | 1,682,990 | 1,845,860 | 1,845,860 | 162,870 | 9.7% |
| **TOTAL HOTEL-MOTEL FUND** | **$ 2,142,750** | **$ 2,399,880** | **$ 2,657,010** | **$ 2,914,140** | **$ 2,914,140** | **$ 257,130** | **9.7%** |
| **SPECIAL PROGRAMS - SPECIAL REVENUE FUND** | | | | | | | |
| Project Safe, Inc. | 26,000 | 26,000 | 26,000 | 26,000 | 26,000 | - | 0.0% |
| **TOTAL SPECIAL REVENUE FUND** | **$ 26,000** | **$ 26,000** | **$ 26,000** | **$ 26,000** | **$ 26,000** | **$ -** | **0.0%** |
| **TOTAL INDEPENDENT AGENCIES** | **$ 5,606,850** | **$ 6,002,480** | **$ 6,367,688** | **$ 6,730,265** | **$ 6,730,265** | **$ 362,577** | **5.7%** |

## Overview

Independent agencies are shown in the ACCUG Budget within a separate section to emphasize their legal, separate autonomy from Athens-Clarke County Government. The total FY19 request from Independent Agencies is $6,730,265 a 5.7% increase over FY18 Budget. Of this amount, $3,790,125 is requested from the General Fund, an increase of $105,447 or 2.9%. Similar to ACCUG departments, the Independent Agencies were asked to recommend reductions of 2% from their FY18 funding level and describe the impact that this reduction would have on their services in FY19. The FY19 Budget includes the requested amount of $6,730,265.

Two Independent Agencies, the Classic Center and the Convention & Visitors Bureau (CVB), receive funding from the Hotel/Motel tax, which is included in a separate special revenue fund. The FY19 Budget for the Hotel/Motel Tax Fund is based on the current 7 percent tax rate projected to generate revenue of $3.4 million, an 9.7% increase over the $3.1 million originally budgeted for FY18. The FY19 Budget includes the funding amounts requested by the Classic Center and the Convention & Visitors Bureau totaling $2,914,140 within the Hotel/Motel Tax Fund Budget. As in the prior year, the Classic Center and CVB will receive allocations of actual tax collections in FY19, up to the approved budget amounts for each, but no less than the state required funding levels.

Project Safe is requesting $26,000 in FY19, the same as FY18, from the Special Programs Special Revenue Fund. The Special Programs funding is provided by a 5% fee added to fines that by state law has designated for Crime Victim Assistance Programs. These fees added to fines authorized by the Crime Victims Assistance program are also used to fund positions in the District Attorney and Solicitor General Offices.

Additional information and the FY19 Budget amounts for each agency are below:

## QUASI-GOVERNMENTAL AGENCIES

**Advantage Behavioral Health Systems** – Advantage Behavioral Health Systems provides person-centered community-based services and treatment to individuals and families experiencing mental illness, developmental disabilities, and addictions, by collaboratively using personal, community and organizational resources.

The agency's request for FY19 is $180,206, an increase of $16,364 or 10% above FY18 funding to cover a portion of the state funding deficit for increased programs and services.

The FY19 Budget includes $180,206 for Advantage Behavioral Health Systems as requested.

**Athens-Clarke County Libraries** – Athens-Clarke County Libraries provide gateways to resources, which address the issues and needs of the community as well as preserve the history and culture of Athens-Clarke County. The Libraries offer programs, services, training classes, collections, and databases. There are five facilities/branches including the main headquarters Library on Baxter Street, East Athens Resource Center, Lay Park Resource Center, Pinewoods Library, and the Winterville Library.

Athens-Clarke County Libraries requested $2,002,263 for FY19, an increase of $85,583 or 4.5% over the FY18 level. The increase includes the following:

- 2% pay increase for all staff ($38,690);
- increase in mandatory employer share of Teacher Retirement System pension ($18,533);
- cost to add security guard at Baxter Street headquarters 20 hours per week ($25,000);
- maintain current telephone services due to federal E-Rate reimbursement reductions ($3,360);

The FY19 Budget includes the request amount of $2,002,263 for the Athens-Clarke County Libraries.

**Athens Community Council on Aging** – The Athens Community Council on Aging promotes a lifetime of wellness through advocacy and education by providing a continuum of services to meet the needs of older adults, persons with disabilities and their caregivers. The agency's FY19 Budget request totals $287,300, the same as FY18.

The Council on Aging's FY19 request includes the following: funds to go toward the purchase of a replacement vehicle used to transport clients to daily programs, medical appointments, and on group outings in the community ($20,000); and a portion of salary and benefits for staff in the supported programs ($267,300).

The FY19 Budget includes $267,300 for operations and the request of $20,000 toward the purchase of a replacement vehicle as requested.

**Athens Neighborhood Health Center** – The Center offers comprehensive, high quality primary health care affordable and accessible to the medically underserved citizens of Athens-Clarke County (ACC). ANHC has provided uninterrupted physician directed primary health care in the Athens-Clarke County community for over 47 years. ANHC is among an elite group that has demonstrated its commitment to advancing quality in health care for the uninsured and at-risk members of the community. ANHC remains steadfast in its commitment to provide comprehensive health care services targeting the medically underserved, uninsured, and low-income individuals. The agency requested $100,000 for FY19, the same level as FY18.

The FY19 Budget includes the request amount of $100,000 for the Neighborhood Health Center.

**Clarke County Public Health Department** – The Health Department is a state agency that provides services that promote and protect the health of citizens and enhance quality of life for all residents. The Athens-Clarke County funding helps support two Teen Matters clinics, one adjacent to each Athens-Clarke County high school (Clarke Central and Cedar Shoals). The Health Department's FY19 request is $946,354, the same funding level as FY18.

The FY19 Budget includes $946,354 for Clarke County Public Health Department as requested.

**Department of Family & Children Services (DFCS)** – Clarke County Department of Family and Children Services (CCDFCS) delivers local, state and federal assistance to vulnerable families in the community. The mission of CCDFCS is to provide these services in such a way that it strengthens families by helping them to become safer and financially self-sufficient. The agency provides financial assistance such as Food Stamps, Medicaid, Temporary Assistance for Needy Families (TANF) and serves children in the Foster Care System in order for families to become stronger in every sense of the word. The two major program areas are Social Services (Child Welfare) and Economic Support.

The agency's request for FY19 is $208,600, the same funding level as FY18.

In FY19, Athens-Clarke County funds will be used to support the Child Protective Services/Foster Care Program ($26,000); emergency financial assistance to any citizen of Athens-Clarke County ($35,000); staff positions to support critical functions of child safety and family stability ($115,877); and other administrative expenses ($27,723). The agency notes a reduction in funds potentially leaves someone living in poverty to go without what most people consider the basics for living.

The FY19 Budget includes the requested amount of $208,600 for the Department of Family & Children Services (DFCS).

## COMMUNITY SERVICE AGENCIES

**Athens Cultural Affairs Commission** – The Athens Cultural Affairs Commission (ACAC) is responsible for advising the Mayor and Commission with respect to all aspects of planning, programming, procurement, installation, operation, inventory and maintenance of public art projects and artworks, including art donations, commissions, and temporary projects.

The ACAC requested $21,000 for FY19, same funding level as FY18.

The FY19 Budget includes $21,000 for Athens Cultural Affairs Commission as requested.

**Athens Tutorial Program**- The Athens Tutorial Program has been providing academic enrichment services for school age children in the East Athens community since 1981. The program provides afterschool one-on-one assistance with homework, preparation for tests, career exploration, cultural enrichment, and life skills development. Services are provided each weekday from tutorial centers at the East Athens Center on McKinley Street and the First Presbyterian Church.

For FY19, Athens Tutorial requested $3,500, the same level as FY18.

The FY19 Budget includes the request of $3,500 for the Athens Tutorial Program.

**Oconee Rivers Greenway Commission –** The Greenway Commission advises the Mayor and Commission on the protection of the natural resources of the North and Middle Oconee Rivers and their major tributaries and floodplains for the benefit of Athens Clarke County citizens.

The Oconee Rivers Greenway Commission requested $16,500 for FY19, an increase of $3,500 or 26% over the FY18 funding level. The additional funds would support increased activities associated with (1) support of construction of new segments of the Oconee Rivers Greenway trail system; and (2) initiating implementation of the Greenway Network Plan approved in 2017.

The Budget for FY19 includes $16,500 for Oconee Rivers Greenway Commission as requested.

**United Way 2-1-1** – United Way of Northeast Georgia 2-1-1 program seeks to motivate and mobilize resources to meet the highest priority needs for those living in Northeast Georgia by providing access to quality information and referrals.

For FY19, United Way 2-1-1 requested $24,402, the same level as FY18.

The FY19 Budget for United Way 2-1-1 includes the request of $24,402.

## HOTEL/MOTEL FUND AGENCIES

During FY19, the seven percent Hotel/Motel Tax is projected to generate about $3.4 million, an increase of 9.7% over the original budget for FY18. Based on receipts to date, Hotel/Motel tax revenue during FY18 is projected to be approximately $3.1 million.

**Classic Center Authority and Convention & Visitors Bureau (CVB)** – The Classic Center Authority seeks to enhance the quality of life in Athens-Clarke County by serving as the cultural, civic, and social center for the community. The CVB promotes visitors and tourism to our county to improve the local economy and benefits to citizens. The FY19 Budget includes a request for six of the seven percent Hotel/Motel Tax collections to support the operations of the Classic Center and CVB consistent with previous year funding levels.

The FY19 Budget request includes $1,845,860 for the Classic Center and $1,068,280 for the Convention & Visitors Bureau, a total increase of $257,130 or 9.7% above FY18 budgeted levels.

## SPECIAL PROGRAMS-SPECIAL REVENUE FUND

**Project Safe** – The mission of Project Safe is to end domestic violence through crisis intervention, ongoing supportive services, prevention and education, and systems change advocacy. The FY19 Budget request for Project Safe is $26,000 from the Special Programs Special Revenue Fund (the 5% Crime Victims Assistance revenue), the same level as FY18. This funding supports approximately 40% of the agency's volunteer program to recruit, train, and place those willing to serve throughout Project Safe. A portion of the 5% funds ($8,500/year) provide match for a grant funding victim outreach service and batterer accountability tracking in Athens-Clarke County.

The FY19 Budget includes $26,000 from the Special Revenue Fund for Project Safe as requested.

# Athens-Clarke County by the Numbers

**Geography**
- Approximately 122 square miles (78,000 acres)
- Smallest in land area of Georgia's 159 counties
- Approximately 65 miles northeast of Atlanta

**History**
- Clarke County created from Jackson County in 1801 and named for Revolutionary War General Elijah Clarke
- Town of Athens chartered in 1806 and was named for Greek city of learning
- Clarke County and City of Athens Unified on January 14, 1991, becoming the 2nd consolidated government in Georgia and 28th in the nation
- 34 landmarks and 16 neighborhoods are listed on the National Register of Historic Places.

**Demographics (2015-2016 estimate unless noted)**
- Population: 123,371 (2016 Estimate)
- Median Household Income: $32,959
- Median Age: 26.7
- White: 65.4% | Black or African-American: 28.2% | Asian: 5.2% | Other: 3.3% [Hispanic or Latino: 10.6%
- High school graduates (ages 25+): 86.1%
- Bachelor's degree or higher (ages 25+): 40.8%
- Persons below poverty: 35.5%
- Unemployment rate: 3.8% (Mar 2018 as reported by the Georgia Department of Labor)
- Total registered voters as of 3/1/2016: 71,407 (52,014 active)

**Major Attractions**
- University of Georgia; State Botanical Garden; Historic Homes; Downtown Athens; Morton Theater; Georgia Museum of Art; Classic Center (Convention Center & Theater)

**Health**
- Public Hospital – 1; Private Hospital – 1; Doctors – 310+; Dentists – 40+; Mental Health Practitioners – 60+; Ambulance Services – 7; Nursing Homes / Assisted Living – 9

**Recreation**
- Tennis Courts – 13; Parks – 16; Golf Courses – 4; Swimming Pools – 6; Country Clubs – 2; Zoos – 1
- City and University of Georgia performing arts centers: theater groups, symphony, dance, drama, art groups; Other university cultural activities including State Botanical Garden and Georgia Museum of Art; Convention center with concerts, dance, drama and comedy acts.

**Transportation**
- Airport – 1; Bus Depot – 1 (served by Southeastern Stages); Public Transit System – 1; University of Georgia Transit System – 1; Megabus – 1; Groome Transportation

**Public Accommodations**
- Lodging – 25; Restaurants – 150+; Conference Centers/Meeting Facilities – 8; Civic Center – 1; Enclosed Malls – 1

**ACC Unified Government**
- *Legislative:* Elected Mayor and 10 elected Commissioners from 10 geographical districts.
- *Executive:* Day-to-day operations are overseen by a manager appointed by the mayor and commission. There are 26 main departments, divisions, and offices under the managerial group.
- *Judicial:* Athens-Clarke County houses Magistrate, Juvenile, Municipal, Probate, State, and Superior Courts. The Superior Court covers the Western Judicial Circuit, which also includes Oconee County.

# Athens-Clarke County by the Numbers

**ACC Unified Government (continued)**

- ACC government positions (FY18 – Approved): 1,649
- ACC employees per 1000 residents: 13.4 (FY18)
- Web site: www.accgov.com
- Television: ACTV Channel 180 (Charter Cable)

**Education**

- Clarke County School District is separate from the Unified Government
- Public schools: 14 elementary, 4 middle, 3 high schools
- Private schools: 6
- Higher education: The University of Georgia, Athens Area Technical College, Piedmont College Extension.

**Principal Employers**

| | No. of Employees |
|---|---|
| University of Georgia | 10,665 |
| Clarke County School District | 2,418 |
| St. Mary's Hospital | 2,090 |
| Caterpillar | 1,700 |
| Athens-Clarke County Unified Government | 1,665 |
| Pilgrim's | 1,650 |

**Other Figures**

- Sales tax (2018): 8%
  - 4% - State of Georgia
  - 1% - SPLOST (Special Purpose Local Option Sales Tax) Projects
  - 1% - LOST (Local Option Sales Tax) ACC General Fund
  - 1% - ELOST (Education Special Purpose Local Option Sales Tax) Projects
  - 1% - TSPLOST (Transportation Special Purpose Local Option Sales Tax) – added as of April 1, 2018

**Miscellaneous**

- Sister cities: Cortona, Italy (1978), Lasi, Romania (2001)
- Official tree: Gingko (1964)
- Official flower: Iris (1964)

Information provided by the Georgia County Guide Online, Georgia Department of Labor, Georgia Department of Community Affairs, United States Census Bureau, GeorgiaFacts.net and Athens-Clarke County Unified Government Departments, University of Georgia website, Clarke County School District website.

# PRINCIPAL OFFICIALS

## MAYOR, COMMISSION & CLERK OF COMMISSION

| | | | |
|---|---|---|---|
| Mayor | Nancy Denson | (o) | 613-3010 |
| Commissioner - District 1 | Sharyn Dickerson | (h) | 613-2416 |
| Commissioner - District 2 | Mariah Parker | (h) | 502-396-9023 |
| Commissioner - District 3 | Melissa Link | (h) | 372-3382 |
| Commissioner - District 4 | Allison Wright | (h) | 549-3518 |
| Commissioner - District 5 | Jared Bailey | (h) | 338-9019 |
| Commissioner - District 6 | Jerry NeSmith | (h) | 248-3547 |
| Commissioner - District 7 | Diane Bell | (h) | 548-0314 |
| Commissioner - District 8 | Andy Herod | (h) | 543-0281 |
| Commissioner - District 9 | Kelly Girtz | (h) | 369-9457 |
| Commissioner - District 10 | Mike Hamby | (h) | 338-3970 |
| Clerk of Commission | Jean Spratlin | (o) | 613-3031 |

## ELECTED OFFICIALS

| | | |
|---|---|---|
| Clerk of Courts | Beverly Logan | 613-3190 |
| Coroner | Sonny Wilson | 613-3999 |
| District Attorney | Ken Mauldin | 613-3240 |
| Juvenile Court Judge | Robin Shearer | 613-3300 |
| Magistrate Court Chief Judge | Patricia Barron | 613-3313 |
| Probate Court Judge | Susan Tate | 613-3320 |
| Sheriff | Ira Edwards | 613-3250 |
| Solicitor General | C.R. Chisholm | 613-3215 |
| State Court Chief Judge | Ethelyn Simpson | 613-3200 |
| State Court Judge | Charles E. Auslander, III | 613-3200 |
| Superior Court Chief Judge | H. Patrick Haggard | 613-3780 |
| Superior Court Judge | Lawton Stephens | 613-3175 |
| Superior Court Judge | Eric Norris | 546-7704 |
| Superior Court Judge | Regina Quick | 613-3185 |
| Tax Commissioner | Toni Meadow | 613-3120 |

## APPOINTED OFFICIALS

| | | |
|---|---|---|
| Manager | Blaine H. Williams | 613-3020 |
| Assistant Manager | Robert Hiss | 613-3020 |
| Assistant Manager | Jestin Johnson | 613-3020 |
| Attorney | Bill Berryman | 613-3035 |
| Internal Auditor | Stephanie Maddox | 613-3012 |
| Airport Director | Mike Mathews | 613-3420 |
| Building Inspections/Code Compliance Director | Doug Hansford | 613-3520 |
| Central Services Director | David Fluck | 613-3530 |
| Chief of Fire & Emergency Services | Jeff Scarbrough | 613-3360 |
| Chief of Police | Scott Freeman | 613-3330 |
| Chief Tax Appraiser | Kirk Dunagan | 613-3140 |
| Corrections Warden | Ray Covington | 613-3400 |
| County Extension Coordinator | Amanda Tedrow | 613-3640 |
| Economic Development Director | Ryan Moore | 613-3233 |
| Finance Director | David Boyd | 613-3040 |
| Housing & Community Development Director | Deborah Lonon | 613-3155 |
| Human Resources Director | Jeff Hale | 613-3090 |
| Information Technology Director | Steve Davis | 613-3075 |
| Leisure Services Director | Kent Kilpatrick | 613-3800 |
| Municipal Court Judge | Ryan Hope | 613-3695 |
| Planning & Zoning Director | Brad Griffin | 613-3515 |
| Public Information Officer | Jeff Montgomery | 613-3795 |
| Public Transit Director | Butch McDuffie | 613-3432 |
| Public Utilities Director | Frank Stephens | 613-3470 |
| Solid Waste Director | Suki Janssen | 613-3501 |
| Supervisor of Elections & Voter Registration | Charlotte Sosebee | 613-3150 |
| Transportation & Public Works Director | Drew Raessler | 613-3440 |

Athens-Clarke County
Authorized Positions FY 2014 to FY 2019
Full-time Regular, Full-Time Grant, Full-Time Appointed, and Full-Time Elected Positions
(Commission Approved)

| | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | Change |
|---|---|---|---|---|---|---|---|
| Department | Authorizations | Authorizations | Authorizations | Authorizations | Authorizations | Approved | FY18 to FY19 |
| Legislative Group | | | | | | | |
| Attorney | 6 | 6 | 6 | 6 | 6 | 6 | 0 |
| Mayor and Commission | 1 | 1 | 1 | 1 | 1 | 1 | 0 |
| Clerk of Commission | 2 | 2 | 2 | 2 | 2 | 2 | 0 |
| Office of Operational Analysis | 3 | 3 | 3 | 3 | 3 | 3 | 0 |
| Total Legislative Group | 12 | 12 | 12 | 12 | 12 | 12 | 0 |
| | | | | | | | |
| Elected & Constitutional Group | | | | | | | |
| Courts | | | | | | | |
| Superior Court | 26 | 30 | 32 | 33 | 34 | 34 | 0 |
| State Court | 10 | 8 | 7 | 7 | 7 | 7 | 0 |
| Magistrate Court | 11 | 11 | 11 | 11 | 11 | 11 | 0 |
| Municipal Court | 10 | 10 | 10 | 10 | 10 | 10 | 0 |
| Probate Court | 5 | 6 | 6 | 6 | 6 | 6 | 0 |
| Juvenile Court | 4 | 4 | 4 | 4 | 5 | 5 | 0 |
| Courts Subtotal | 66 | 69 | 70 | 71 | 73 | 73 | 0 |
| Elected Officials | | | | | | | |
| District Attorney | 13 | 20 | 21 | 26 | 28 | 28 | 0 |
| Solicitor General | 15 | 16 | 17 | 17 | 18 | 18 | 0 |
| Clerk of Superior Court | 18 | 19 | 19 | 19 | 21 | 21 | 0 |
| Tax Commissioner | 19 | 19 | 19 | 19 | 19 | 19 | 0 |
| Sheriff | 183 | 191 | 194 | 194 | 194 | 194 | 0 |
| Elected Officials Subtotal | 248 | 265 | 270 | 275 | 280 | 280 | 0 |
| Total Elected & Constitutional Group | 314 | 334 | 340 | 346 | 353 | 353 | 0 |
| | | | | | | | |
| Manager Group | | | | | | | |
| Airport | 7 | 7 | 7 | 7 | 7 | 7 | 0 |
| Building Inspections & Permits | 23 | 23 | 23 | 23 | 23 | 24 | 1 |
| Central Services | 85 | 88 | 91 | 102 | 102 | 103 | 1 |
| Corrections | 43 | 43 | 43 | 43 | 43 | 43 | 0 |
| Economic Development | 3 | 4 | 4 | 4 | 4 | 4 | 0 |
| Finance | 27 | 27 | 27 | 28 | 28 | 28 | 0 |
| Fire & Emergency Services | 187 | 186 | 186 | 186 | 187 | 187 | 0 |
| Housing & Community Development | 8 | 8 | 8 | 8 | 8 | 8 | 0 |
| Human Resources | 20 | 21 | 21 | 21 | 21 | 21 | 0 |
| Information Technology | 19 | 19 | 19 | 19 | 23 | 23 | 0 |
| Leisure Services | 73 | 73 | 73 | 73 | 73 | 73 | 0 |
| Manager | 5 | 5 | 5 | 5 | 5 | 5 | 0 |
| Emergency Management | 1 | 1 | 1 | 1 | 0 | 0 | 0 |
| Organizational Development | 3 | 3 | 3 | 3 | 3 | 3 | 0 |
| Public Information | 2 | 2 | 2 | 3 | 3 | 3 | 0 |
| Office of Sustainability | 0 | 0 | 0 | 0 | 2 | 2 | 0 |
| Geographic Information Office | 0 | 0 | 0 | 0 | 2 | 2 | 0 |
| SPLOST | 3 | 3 | 3 | 3 | 3 | 3 | 0 |
| Planning | 20 | 20 | 21 | 21 | 19 | 18 | -1 |
| Police | 302 | 309 | 309 | 309 | 318 | 319 | 1 |
| Public Utilities | 195 | 195 | 195 | 195 | 194 | 194 | 0 |
| Solid Waste | 66 | 68 | 60 | 61 | 61 | 62 | 1 |
| Transit | 60 | 60 | 61 | 66 | 68 | 71 | 3 |
| Transportation & Public Works | 92 | 92 | 92 | 81 | 87 | 88 | 1 |
| Subtotal | 1244 | 1257 | 1254 | 1262 | 1284 | 1291 | 7 |
| Board of Elections | 3 | 3 | 3 | 3 | 3 | 3 | 0 |
| Cooperative Extension | 1 | 1 | 1 | 1 | 1 | 1 | 0 |
| Tax Assessor | 13 | 13 | 13 | 13 | 13 | 13 | 0 |
| Subtotal | 17 | 17 | 17 | 17 | 17 | 17 | 0 |
| Total Manager Group | 1261 | 1274 | 1271 | 1279 | 1301 | 1308 | 7 |
| | | | | | | | |
| Grand Total | 1587 | 1620 | 1623 | 1637 | 1666 | 1673 | 7 |

During FY18, the M&C approved 1 new Victim Advocate position and 1 new Investigator position in the District Attorney's Office. Police Department received 12 new grant funded Police Officer positions. Superior Court added 1 grant funded Veterans Court Coordinator. Previous authorized position totals do not reflect one grant funded Court Clerk in Superior Court and one grant funded Attorney in the Solicitor's Office.

## SUMMARY OF FY19 FULL-TIME AUTHORIZED POSITION CHANGES
## (COMMISSION APPROVED)

**ADDITIONAL POSITIONS**

**GENERAL FUND**

| Department | Number | Full-time Position | Type |
|---|---|---|---|
| Central Services - Landscape Management | 1 | Landscape Groundskeeper (6 months) | SPLOST |
| Subtotal Central Services | 1 | | |
| Transportation & Public Works - Traffic Engineering | 1 | Traffic Signal Technician III (3 months) | New Initiative |
| Subtotal Transportation & Public Works | 1 | | |
| Total General Fund | 2 | | |

**OTHER FUNDS**

| Department | Number | Full-time Position | Type |
|---|---|---|---|
| Building Inspection - Affordable Housing | 1 | Records Technician (9 months) | New Initiative |
| Subtotal Building Inspection | 1 | | |
| Police - Central Communications | 1 | Communications Officer (6 months) | New Initiative |
| Subtotal Police | 1 | | |
| Solid Waste - Recycling/ Landfill | 1 | Program Education Specialist (9 months) | New Initiative |
| Subtotal Solid Waste | 1 | | |
| Transit - Administration | 1 | Education, Outreach & Marketing Coord (9 months) | New Initiative |
| Transit - Administration | 1 | Safety & Training Coordinator (6 months) | New Initiative |
| Subtotal Transit | 2 | | |
| Total Other Funds | 5 | | |
| **Total Additional Full-time Positions All Funds** | **7** | | |

Note: The numbers above do not include the following transfer/reallocation of position and approved part-time position:
One grant funded Planner II position transfers from Planning to Transit
Magistrate Court 1 Garnishment Clerk - PT/NB

**ATHENS-CLARKE COUNTY, GEORGIA**
**CURRENT 2018 TAX DIGEST AND FIVE YEAR**
**HISTORY OF LEVY FOR MAINTENANCE & OPERATIONS (M&O)**
**2018 BASED ON THE MAYOR RECOMMENDED FY19 BUDGET**

| TAX YEAR / FISCAL PERIOD | 2013 (FY14) | 2014 (FY15) | 2015 (FY16) | 2016 (FY17) | 2017 (FY18) | Estimated 2018 (FY19) |
|---|---|---|---|---|---|---|
| **M&O DIGEST (in $1,000's)** | | | | | | |
| Real & Personal Property | $3,369,869 | $3,482,607 | $3,600,176 | $3,772,214 | $3,975,174 | $4,220,188 |
| Motor Vehicles | $176,597 | $146,025 | $106,434 | $78,704 | $57,786 | $42,765 |
| Mobile Homes | $6,096 | $5,637 | $5,277 | $5,026 | $5,037 | $5,082 |
| Public Utilities | $83,638 | $89,750 | $89,708 | $89,712 | $84,704 | $84,383 |
| Timber-100% | $0 | $132 | $94 | $0 | $155 | $87 |
| Heavy Equipment | $0 | $15 | $40 | $52 | $60 | $38 |
| Total Gross M&O Digest | $3,636,200 | $3,724,167 | $3,801,729 | $3,945,708 | $4,122,917 | $4,352,543 |
| Less Exemptions | ($305,284) | ($323,581) | ($337,580) | ($356,853) | ($335,373) | ($364,886) |
| Net M&O Digest | $3,330,916 | $3,400,586 | $3,464,149 | $3,588,855 | $3,787,544 | $3,987,657 |
| Dollar Increase | $2,685 | $69,669 | $63,563 | $124,706 | $198,689 | $200,114 |
| Percentage Increase | -0.1% | 2.1% | 1.9% | 3.6% | 5.5% | 5.3% |
| **TAX RATES (For $1,000 of Assessed Value)** | | | | | | |
| Gross M&O Rate | 20.079 | 19.935 | 20.128 | 20.074 | 19.700 | 19.694 |
| Less Sales Tax Reduction | (6.129) | (5.985) | (6.178) | (6.124) | (5.750) | (5.744) |
| Net M&O Rate | 13.950 | 13.950 | 13.950 | 13.950 | 13.950 | 13.950 |
| Millage Rate Increase | 0.250 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Percentage Increase | 1.8% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| **TAX REVENUES (in $1,000's)** | | | | | | |
| General M&O Taxes | $46,466 | $47,438 | $48,325 | $50,065 | $52,836 | $55,628 |
| Hospital | $0 | $0 | $0 | $0 | $0 | $0 |
| TOTAL GENERAL SERVICE DISTRICT REVENUES | $46,466 | $47,438 | $48,325 | $50,065 | $52,836 | $55,628 |
| Dollar Increase | $796 | $972 | $887 | $1,740 | $2,772 | $2,792 |
| Percentage Increase | 1.7% | 2.1% | 1.9% | 3.6% | 5.5% | 5.3% |

NOTES:
- 2018 amounts based on a Tax Digest Consolidation Report from the Tax Commissioner's Office dated April 27, 2018.

# Athens-Clarke County, Georgia
# PROPERTY TAX RATES
# (Per $1,000 of Assessed Value)
# LAST TEN YEARS (2009-2018)

| Calendar Year | State of Georgia | County School District | | | Athens-Clarke County | | | | | | Totals | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | General | Debt Service | Total | General Gross Rate | Sales Tax Reduction (1) | General Net Rate | Debt Service | Hospital | Total Tax Rate | Tax Rates (Inc.) | Total Rates (Uninc.) |
| 2009 | 0.25 | 20.00 | --- | 20.00 | 19.00 | -5.80 | 13.20 | --- | --- | 13.20 | 33.45 | 33.45 |
| 2010 | 0.25 | 20.00 | --- | 20.00 | 18.90 | -5.20 | 13.70 | --- | --- | 13.70 | 33.95 | 33.95 |
| 2011 | 0.25 | 20.00 | --- | 20.00 | 19.51 | -5.81 | 13.70 | --- | --- | 13.70 | 33.95 | 33.95 |
| 2012 | 0.20 | 20.00 | --- | 20.00 | 19.56 | -5.86 | 13.70 | --- | --- | 13.70 | 33.95 | 33.90 |
| 2013 | 0.15 | 20.00 | --- | 20.00 | 20.08 | -6.13 | 13.95 | --- | --- | 13.95 | 34.10 | 34.10 |
| 2014 | 0.10 | 20.00 | --- | 20.00 | 19.94 | -5.99 | 13.95 | --- | --- | 13.95 | 34.05 | 34.05 |
| 2015 | 0.05 | 20.00 | --- | 20.00 | 20.13 | -6.18 | 13.95 | --- | --- | 13.95 | 34.00 | 34.00 |
| 2016 | 0.00 | 20.00 | --- | 20.00 | 20.07 | -6.12 | 13.95 | --- | --- | 13.95 | 33.95 | 33.95 |
| 2017 | 0.00 | 20.00 | --- | 20.00 | 19.70 | -5.75 | 13.95 | --- | --- | 13.95 | 33.95 | 33.95 |
| 2018 | 0.00 | 20.00 | --- | 20.00 | 19.69 | -5.74 | 13.95 | --- | --- | 13.95 | 33.95 | 33.95 |

**NOTES:**

**(1) In 1978 the City and County implemented a rollback of property taxes based on the receipt of local optionsales tax revenues as required by Georgia Law.**

## ANNUAL PROPERTY TAXES FOR RESIDENTIAL PROPERTY
## FOR ATHENS-CLARKE COUNTY GOVERNMENT SERVICES
## WITH FAIR MARKET VALUE OF $175,000
## 2009-2018

| YEAR OF LEVY | MARKET VALUE | ASSESSED VALUE | HOMESTEAD EXEMPTION (1) | TAXABLE VALUE | MILLAGE RATE | PROPERTY TAXES | INC/(DEC) FROM PRIOR YEAR |
|---|---|---|---|---|---|---|---|
| 2009 | $175,000 | $70,000 | ($10,000) | $60,000 | 13.20 | $792.00 | $15.00 |
| 2010 | $175,000 | $70,000 | ($10,000) | $60,000 | 13.70 | $822.00 | $30.00 |
| 2011 | $175,000 | $70,000 | ($10,000) | $60,000 | 13.70 | $822.00 | $0.00 |
| 2012 | $175,000 | $70,000 | ($10,000) | $60,000 | 13.70 | $822.00 | $0.00 |
| 2013 | $175,000 | $70,000 | ($10,000) | $60,000 | 13.95 | $837.00 | $15.00 |
| 2014 | $175,000 | $70,000 | ($10,000) | $60,000 | 13.95 | $837.00 | $0.00 |
| 2015 | $175,000 | $70,000 | ($10,000) | $60,000 | 13.95 | $837.00 | $0.00 |
| 2016 | $175,000 | $70,000 | ($10,000) | $60,000 | 13.95 | $837.00 | $0.00 |
| 2017 | $175,000 | $70,000 | ($10,000) | $60,000 | 13.95 | $837.00 | $0.00 |
| 2018 | $175,000 | $70,000 | ($10,000) | $60,000 | 13.95 | $837.00 | $0.00 |

**NOTES:**
**1. DOES NOT INCLUDE THE ADDITIONAL HOMESTEAD TAX CREDIT PROVIDED BY THE STATE. THIS PROGRAM ENDED IN 2008.**

**GENERAL FUND**

**BUDGET COMPARISON**
**FY18 AND FY19**

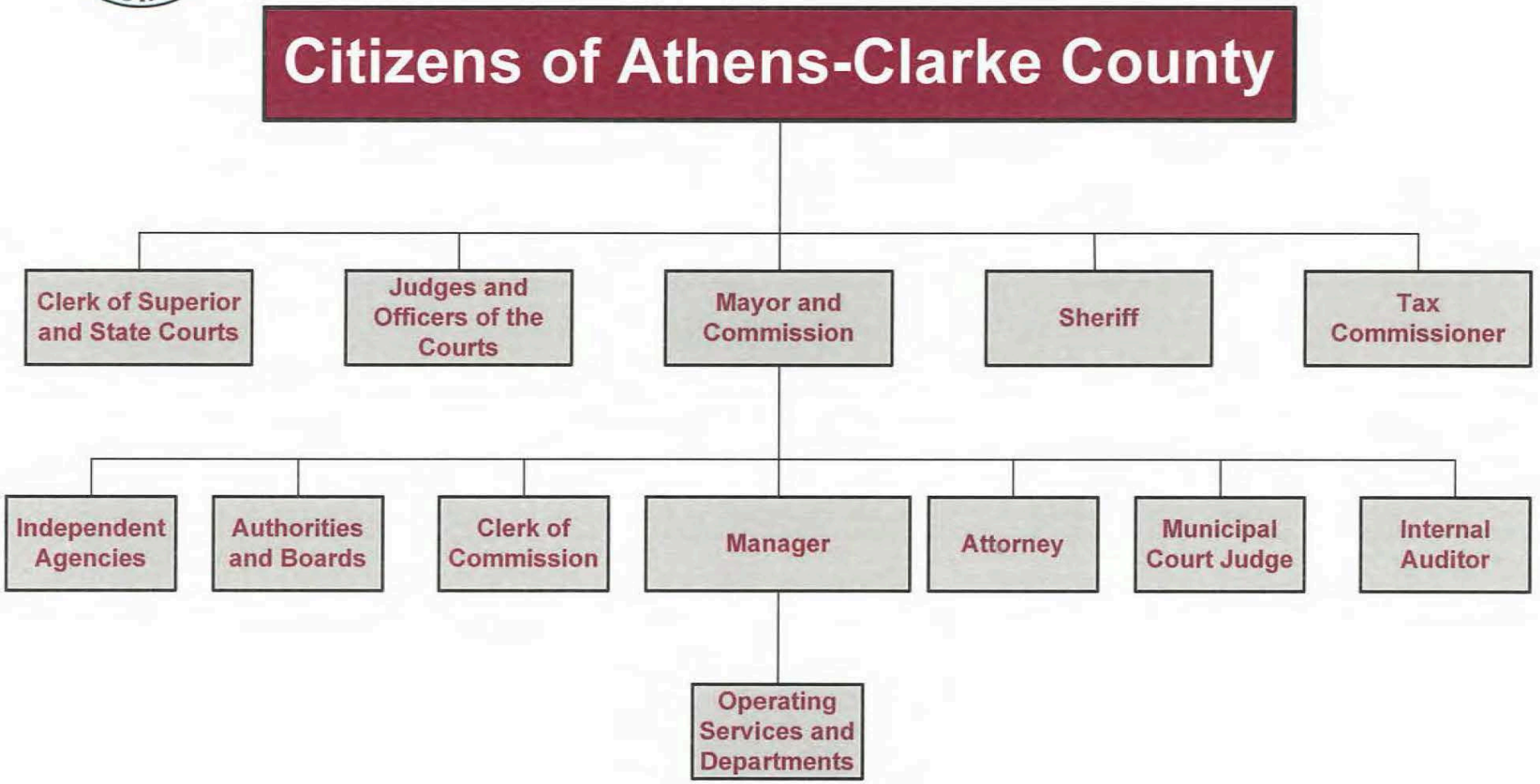
| | Operating Budget | | | Capital Budget | | | Total Budget | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | FY18 | FY19 | $ Change | FY18 | FY19 | $ Change | FY18 | FY19 | $ Change | % Change |
| **REVENUES:** | | | | | | | | | | |
| PROPERTY TAXES | $55,830,000 | $59,926,533 | $4,096,533 | $0 | $0 | $0 | $55,830,000 | $59,926,533 | $4,096,533 | 7.3% |
| SALES TAX | $22,400,000 | $23,700,000 | $1,300,000 | $0 | $0 | $0 | $22,400,000 | $23,700,000 | $1,300,000 | 5.8% |
| OTHER TAXES | $22,645,000 | $22,328,889 | ($316,111) | $0 | $0 | $0 | $22,645,000 | $22,328,889 | ($316,111) | -1.4% |
| LICENSES & PERMITS | $1,715,100 | $1,759,454 | $44,354 | $0 | $0 | $0 | $1,715,100 | $1,759,454 | $44,354 | 2.6% |
| INTERGOVERNMENTAL REVENUES | $987,000 | $1,189,663 | $202,663 | $0 | $0 | $0 | $987,000 | $1,189,663 | $202,663 | 20.5% |
| CHARGES FOR SERVICES | $13,088,125 | $13,071,260 | ($16,865) | $0 | $0 | $0 | $13,088,125 | $13,071,260 | ($16,865) | -0.1% |
| FINES & FORFEITURES | $3,020,000 | $3,389,770 | $369,770 | $0 | $0 | $0 | $3,020,000 | $3,389,770 | $369,770 | 12.2% |
| OTHER REVENUES | $793,174 | $1,086,123 | $292,949 | $0 | $0 | $0 | $793,174 | $1,086,123 | $292,949 | 36.9% |
| TOTAL REVENUES | $120,478,399 | $126,451,692 | $5,973,293 | $0 | $0 | $0 | $120,478,399 | $126,451,692 | $5,973,293 | 5.0% |
| OTHER FINANCING SOURCES | $3,026,855 | $3,520,086 | $493,231 | $0 | $0 | $0 | $3,026,855 | $3,520,086 | $493,231 | 16.3% |
| PRIOR YEAR FUND BALANCE | $1,350,000 | $871,444 | ($478,556) | $5,580,600 | $3,451,600 | ($2,129,000) | $6,930,600 | $4,323,044 | ($2,607,556) | -37.6% |
| TOTAL REVENUES & OTHER SOURCES | $124,855,254 | $130,843,222 | $5,987,968 | $5,580,600 | $3,451,600 | ($2,129,000) | $130,435,854 | $134,294,822 | $3,858,968 | 3.0% |
| **EXPENDITURES:** | | | | | | | | | | |
| GENERAL GOVERNMENT | $21,613,887 | $25,269,414 | $3,655,527 | $0 | $0 | $0 | $21,613,887 | $25,269,414 | $3,655,527 | 16.9% |
| JUDICIAL | $27,571,655 | $28,230,295 | $658,640 | $0 | $0 | $0 | $27,571,655 | $28,230,295 | $658,640 | 2.4% |
| PUBLIC SAFETY | $39,416,447 | $40,665,626 | $1,249,179 | $0 | $0 | $0 | $39,416,447 | $40,665,626 | $1,249,179 | 3.2% |
| PUBLIC WORKS | $15,259,326 | $15,592,744 | $333,418 | $0 | $0 | $0 | $15,259,326 | $15,592,744 | $333,418 | 2.2% |
| CULTURE AND RECREATION | $7,794,126 | $7,902,488 | $108,362 | $0 | $0 | $0 | $7,794,126 | $7,902,488 | $108,362 | 1.4% |
| HOUSING AND DEVELOPMENT | $3,181,635 | $3,175,557 | ($6,078) | $0 | $0 | $0 | $3,181,635 | $3,175,557 | ($6,078) | -0.2% |
| INDEPENDENT AGENCIES | $5,318,800 | $5,497,269 | $178,469 | $0 | $0 | $0 | $5,318,800 | $5,497,269 | $178,469 | 3.4% |
| DEBT SERVICE | $1,057,249 | $1,052,561 | ($4,688) | $0 | $0 | $0 | $1,057,249 | $1,052,561 | ($4,688) | -0.4% |
| TOTAL EXPENDITURES | $121,213,125 | $127,385,954 | $6,172,829 | $0 | $0 | $0 | $121,213,125 | $127,385,954 | $6,172,829 | 5.1% |
| OTHER FINANCING USES | $3,642,129 | $3,457,268 | ($184,861) | $5,580,600 | $3,451,600 | ($2,129,000) | $9,222,729 | $6,908,868 | ($2,313,861) | -25.1% |
| TOTAL EXPENDITURES & OTHER USES | $124,855,254 | $130,843,222 | $5,987,968 | $5,580,600 | $3,451,600 | ($2,129,000) | $130,435,854 | $134,294,822 | $3,858,968 | 3.0% |

**ALL FUNDS**

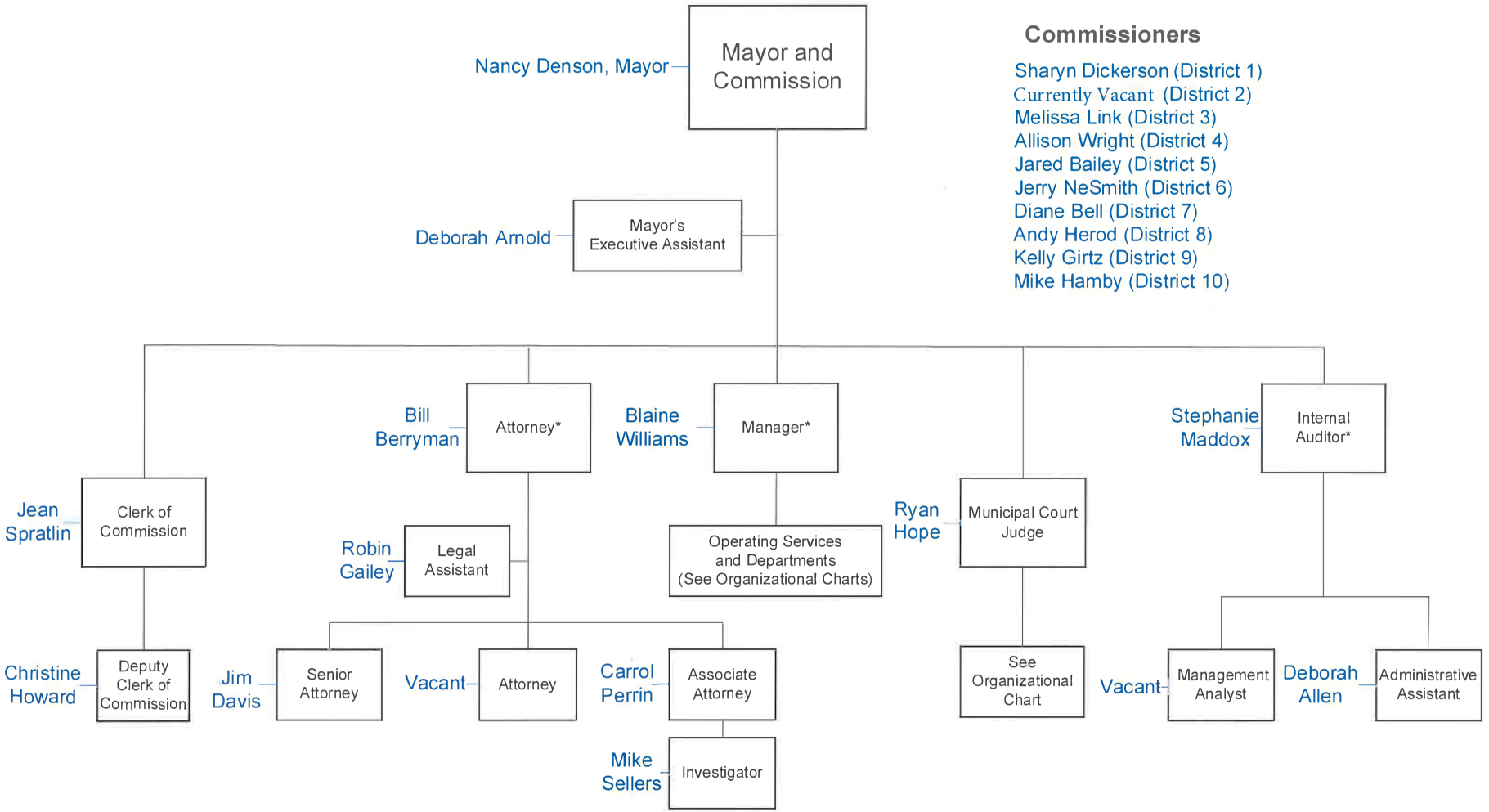
**BUDGET COMPARISON**
**FY18 AND FY19**

| | Operating Budget | | | Capital Budget | | | Total Budget | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | FY18 | FY19 | $ Change | FY18 | FY19 | $ Change | FY18 | FY19 | $ Change | % Change |
| **REVENUES:** | | | | | | | | | | |
| PROPERTY TAXES | $55,830,000 | $59,926,533 | $4,096,533 | $0 | $0 | $0 | $55,830,000 | $59,926,533 | $4,096,533 | 7.3% |
| SALES TAX | $22,400,000 | $23,700,000 | $1,300,000 | $0 | $0 | $0 | $22,400,000 | $23,700,000 | $1,300,000 | 5.8% |
| OTHER TAXES | $25,715,000 | $25,728,889 | $13,889 | $30,000 | $0 | ($30,000) | $25,745,000 | $25,728,889 | ($16,111) | -0.1% |
| LICENSES & PERMITS | $2,690,100 | $2,759,454 | $69,354 | $0 | $0 | $0 | $2,690,100 | $2,759,454 | $69,354 | 2.6% |
| INTERGOVERNMENTAL REVENUES | $6,374,139 | $7,078,599 | $704,460 | $0 | $0 | $0 | $6,374,139 | $7,078,599 | $704,460 | 11.1% |
| CHARGES FOR SERVICES | $97,711,158 | $99,030,982 | $1,319,824 | $10,109,911 | $11,252,518 | $1,142,607 | $107,821,069 | $110,283,500 | $2,462,431 | 2.3% |
| FINES & FORFEITURES | $3,803,200 | $4,342,470 | $539,270 | $0 | $0 | $0 | $3,803,200 | $4,342,470 | $539,270 | 14.2% |
| OTHER REVENUES | $1,215,990 | $1,536,483 | $320,493 | $0 | $0 | $0 | $1,215,990 | $1,536,483 | $320,493 | 26.4% |
| TOTAL REVENUES | $215,739,587 | $224,103,410 | $8,363,823 | $10,139,911 | $11,252,518 | $1,112,607 | $225,879,498 | $235,355,928 | $9,476,430 | 4.2% |
| OTHER FINANCING SOURCES | $6,803,984 | $7,112,344 | $308,360 | $5,580,600 | $3,451,600 | ($2,129,000) | $12,384,584 | $10,563,944 | ($1,820,640) | -14.7% |
| PRIOR YEAR FUND BALANCE | $1,824,584 | $1,397,268 | ($427,316) | $5,885,600 | $3,904,200 | ($1,981,400) | $7,710,184 | $5,301,468 | ($2,408,716) | -31.2% |
| UNRESTRICTED NET POSITION | $2,247,370 | $1,756,403 | ($490,967) | $21,009,289 | $22,753,682 | $1,744,393 | $23,256,659 | $24,510,085 | $1,253,426 | 5.4% |
| TOTAL REVENUES & OTHER SOURCES | $226,615,525 | $234,369,425 | $7,753,900 | $42,615,400 | $41,362,000 | ($1,253,400) | $269,230,925 | $275,731,425 | $6,500,500 | 2.4% |
| LESS INTERFUND TRANSFERS | ($28,201,078) | ($28,201,078) | $0 | ($5,580,600) | ($3,451,600) | $2,129,000 | ($33,781,678) | ($31,652,678) | $2,129,000 | -6.3% |
| TOTAL REVENUES | $198,414,447 | $206,168,347 | $7,753,900 | $37,034,800 | $37,910,400 | $875,600 | $235,449,247 | $244,078,747 | $8,629,500 | 3.7% |
| **EXPENDITURES:** | | | | | | | | | | |
| GENERAL GOVERNMENT | $57,787,415 | $62,519,997 | $4,732,582 | $870,000 | $701,000 | ($169,000) | $58,657,415 | $63,220,997 | $4,563,582 | 7.8% |
| JUDICIAL | $29,103,892 | $29,823,017 | $719,125 | $283,500 | $35,000 | ($248,500) | $29,387,392 | $29,858,017 | $470,625 | 1.6% |
| PUBLIC SAFETY | $42,721,774 | $44,134,354 | $1,412,580 | $731,200 | $791,200 | $60,000 | $43,452,974 | $44,925,554 | $1,472,580 | 3.4% |
| PUBLIC WORKS | $54,963,326 | $55,880,990 | $917,664 | $34,219,200 | $36,261,200 | $2,042,000 | $89,182,526 | $92,142,190 | $2,959,664 | 3.3% |
| CULTURE AND RECREATION | $7,794,126 | $7,902,488 | $108,362 | $585,900 | $102,000 | ($483,900) | $8,380,026 | $8,004,488 | ($375,538) | -4.5% |
| HOUSING AND DEVELOPMENT | $6,874,236 | $6,838,652 | ($35,584) | $345,000 | $20,000 | ($325,000) | $7,219,236 | $6,858,652 | ($360,584) | -5.0% |
| INDEPENDENT AGENCIES | $8,001,810 | $8,437,409 | $435,599 | $0 | $0 | $0 | $8,001,810 | $8,437,409 | $435,599 | 5.4% |
| DEBT SERVICE | $12,090,689 | $11,415,633 | ($675,056) | $0 | $0 | $0 | $12,090,689 | $11,415,633 | ($675,056) | -5.6% |
| TOTAL EXPENDITURES | $219,337,268 | $226,952,540 | $7,615,272 | $37,034,800 | $37,910,400 | $875,600 | $256,372,068 | $264,862,940 | $8,490,872 | 3.3% |
| OTHER FINANCING USES | $6,700,990 | $6,979,096 | $278,106 | $5,683,594 | $3,451,600 | ($2,231,994) | $12,384,584 | $10,430,696 | ($1,953,888) | -15.8% |
| TOTAL EXPENDITURES & OTHER USES | $226,038,258 | $233,931,636 | $7,893,378 | $42,718,394 | $41,362,000 | ($1,356,394) | $268,756,652 | $275,293,636 | $6,536,984 | 2.4% |
| LESS INTERFUND TRANSFERS | ($28,201,078) | ($29,677,304) | ($1,476,226) | ($5,683,594) | ($3,451,600) | $2,231,994 | ($33,884,672) | ($33,128,904) | $755,768 | -2.2% |
| TOTAL EXPENDITURES | $197,837,180 | $204,254,332 | $6,417,152 | $37,034,800 | $37,910,400 | $875,600 | $234,871,980 | $242,164,732 | $7,292,752 | 3.1% |
| DESIGNATED FOR FUTURE CAPITAL IMPROVEMENTS & DEBT SERVICE REQUIREMENTS | $577,267 | $437,789 | ($139,478) | $0 | $0 | $0 | $577,267 | $437,789 | ($139,478) | -24.2% |
| TOTAL EXPENDITURES & DESIGNATIONS | $198,414,447 | $204,692,121 | $6,277,674 | $37,034,800 | $37,910,400 | $875,600 | $235,449,247 | $242,602,521 | $7,153,274 | 3.0% |

# Athens-Clarke County Unified Government
# Organizational Chart Overview

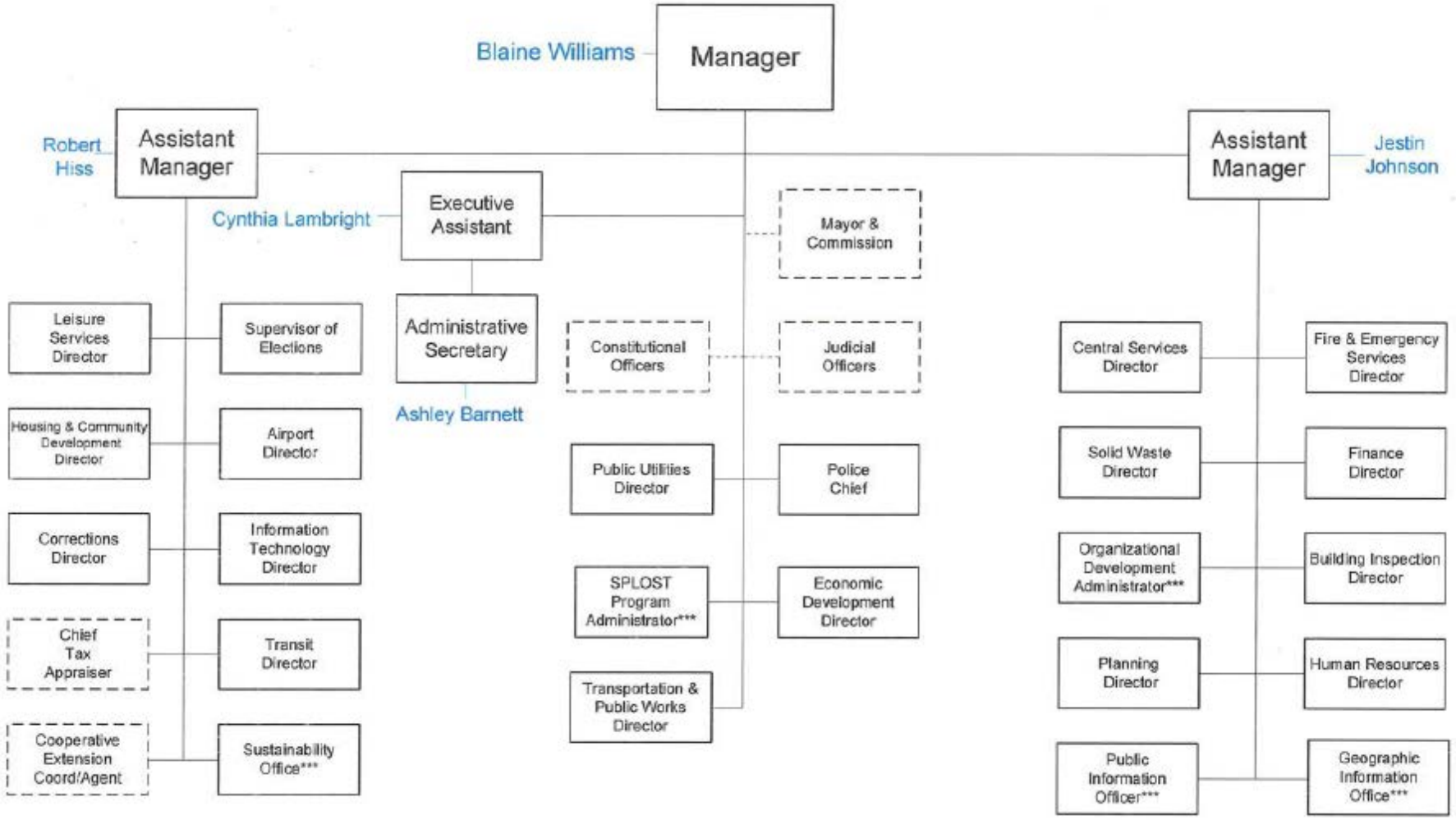


# Mayor and Commission




*Charter Officers

# Manager's Office



# CDBG AND HOME

Listed below are the programs and activities planned for FY19 from the Community Development Block Grant (CDBG) and HOME Grant appropriation. CDBG and HOME grants are grant programs funded from the U.S. Department of Housing and Urban Development. These federal funds are directed toward community development programs in the areas of public service, economic development, housing, and public facilities improvements. Listed below is the plan approved by the Mayor and Commission for FY19 on April 3, 2018.

**CDBG Funding Available for FY19 (July 1, 2018 - June 30, 2019) ..... $1,187,911**

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**Affordable Housing Priorities and Agencies Responsible for Addressing Needs**

1. ACTION, Inc. ..... $115,000
   Emergency repair of 20 owner-occupied homes

2. Athens Area Habitat for Humanity ..... $140,000
   Complete 10 Brush with Kindness repairs, build 12 emergency handicap accessibility ramps, rehabilitate 6 rental units at Magnolia Terrace, and rehabilitate 2 existing dwellings

3. Athens-Clarke Heritage Foundation ..... $40,000
   Repair 14-18 owner-occupied historic homes

4. Athens Housing Authority ..... $120,000
   Acquire 2 properties for redevelopment (1 vacant lot and 1 lot with a dilapidated structure to be demolished), acquire 2 residential properties in need of condemnation

5. Athens Land Trust ..... $150,000
   Acquire up to 4 properties, rehabilitate or construct 3-5 units of affordable housing, maintain 102 affordable rental units and 55 single-family homes

**Total Affordable Housing ..... $565,000**

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**Micro-enterprise, Economic Development, and Neighborhood Revitalization Objectives**

6. Athens Land Trust ..... $80,000
   Business coaching for 25 vendors and 12 Young Urban Farmer high school students

7. East Athens Development Corporation, Inc. ..... $20,000
   Nursing Assistant training courses for 20 low-income persons living in the East Athens community

8. East Athens Development Corporation, Inc. ..... $35,000
   East Athens Academic Achievement and STEM Program for 65 children

9. Goodwill of North Georgia ..... $50,000
   Microenterprise training for 30 aspiring entrepreneurs and existing businesses

**Total Economic Development and Neighborhood Revitalization ..... $185,000**

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**Public Facilities and Improvements Objectives**

10. Athens-Clarke County Leisure Services ..... $45,329
    East Athens Community Center path construction project

**Total Public Facilities and Improvements ..... $45,329**

**Public Services Objectives – Subject to the 15% Cap**

11. ACTION, Inc. ..... $20,000
    Employment training and education for 35 adults with non-violent, low-level criminal records

12. Athens Area Homeless Shelter ..... $20,000
    Case management for 23 families at the ARCH facility

13. Athens Community Council on Aging ..... $20,000
    Transportation Demand Response Program for 225 individuals

14. Athens Land Trust ..... $30,000
    Comprehensive housing counseling and education services to 191 residents

15. Athens Nurses Clinic ..... $15,000
    Dental assistance for 260 uninsured individuals

16. Casa de Amistad ..... $20,000
    ESL and Spanish GED services for 75 individuals

17. Family Connection ..... $15,000
    Audio production and job skills development to 25 high school students interested in the career field of media

18. The Ark UMOC ..... $15,000
    Common Wealth Athens Program – emergency loan concept that combines best practices enhanced with a relevant financial literacy program for 175 residents

**Total Public Services ..... $155,000**

**Administration and Planning**

19. HCD planning and administration ..... $237,582
    (20% cap)

**Total CDBG Administration ..... $237,582**

**TOTAL PROPOSED FY19 CDBG EXPENDITURES ……$1,187,911**

**HOME Funds Available for FY19 (July 1, 2018 - June 30, 2019) ..... $401,105**

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1. Housing and Community Development ..... $360,994
   Affordable housing construction

To maximize the impact of HOME program funds and leverage public and private resources, HOME funds will be available as "gap financing" for eligible housing activities under the HOME Investment Partnership Program. In order to maintain compliance with HOME regulations and utilizing the maximum allowable subsidy for individual units, HOME funds may also be made available to open projects that are approaching non-compliance with portions of the recently revised HOME Final Rule.

Applications for HOME funds will be accepted on a "first come, funds available" basis on affordable housing developments where:

- the proposed property site has been identified;
- total development costs have been projected (including sales price and/or rental rates); and
- additional financial resources have been secured and committed.

This will enable HCD to determine the actual investment of HOME funds required to make the development financially feasible and provide increased housing opportunities for decent, safe, and affordable housing for low to moderate income households in Athens-Clarke County.

2. Administration ..... $40,111
   HCD administration of HOME program (10% cap)

**TOTAL PROPOSED FY19 HOME EXPENDITURES..... $401,105**

# DEBT SERVICE REQUIREMENTS

**Athens-Clarke County is currently well within the debt limits established under Georgia Law. Georgia Law limits a county's indebtedness to 10% of the assessed value of all taxable property located within the county. Only General Obligation Bonds, which are repaid by property tax revenues, fall under the legal debt limit. Revenue Bonds are to be repaid from specific revenue sources and do not fall under the legal debt limit.**

## COMPUTATION OF LEGAL DEBT MARGIN

| | |
|---|---|
| **Estimated Net Assessed Value of Taxable Property** | **$4,220,188,000 (1)** |
| **Debt Limit (10% of Assessed Value)** | **$ 422,018,800** |
| **General Obligation Bonds outstanding** | **$ 9,630,000** |
| **Debt Margin** | **$ 412,388,800** |

**(1) – Estimated Net Assessed Value of Taxable Property for 2018.**

**Below is a summary of the debt service obligations of Athens-Clarke County as of July 1, 2018. These obligations represent the annual installment payments of principal and interest for previous capital improvement projects or acquisitions funded through the issuance of debt. The following is a description of each obligation outstanding for FY18.**

## GENERAL OBLIGATION BONDS:

**2013 Jail Expansion**

- **Purpose: Expand the Jail**
- **Interest Rate: 2 to 4%**
- **Maturity Date: 2019**
- **Original Principal Amount: $52,380,000**
- **July 1, 2018 Principal Outstanding: $9,630,000**
- **Funding Source: SPLOST 2011 Revenue**

## REVENUE BONDS:

**2012 Economic Development Authority (Caterpillar Project)**

- **Purpose: Construct infrastructure improvements for Caterpillar project**
- **Interest Rate: 2 to 5%**
- **Maturity Date: 2032**
- **Original Principal Amount: $5,475,000**
- **July 1, 2018 Principal Outstanding: $5,190,000**
- **Funding Source: General Fund Revenue**

## DEBT SERVICE REQUIREMENTS

**2007 Georgia Environmental Finance Authority (Clean Water State Revolving Loan Fund – Ph I)**

- **Purpose:** Interceptor sewer line projects
- **Interest Rate:** 3%
- **Maturity Date:** 2031
- **Original Principal Amount:** $14,772,863
- **July 1, 2018 Principal Outstanding:** $10,011,416
- **Funding Source:** Water and Sewer Service Fees

**2009 Georgia Environmental Finance Authority (Clean Water State Revolving Loan Fund– Ph 2)**

- **Purpose:** Interceptor sewer line projects
- **Interest Rate:** 3%
- **Maturity Date:** 2033
- **Original Principal Amount:** $4,469,301
- **July 1, 2018 Principal Outstanding:** $3,413,100
- **Funding Source:** Water and Sewer Service Fees

**2010 Georgia Environmental Finance Authority (Clean Water State Revolving Loan Fund)**

- **Purpose:** Construct quality elements on various storm water projects
- **Interest Rate:** 3%
- **Maturity Date:** 2017
- **Original Principal Amount:** $136,940
- **July 1, 2018 Principal Outstanding:** $0
- **Funding Source:** Stormwater Service Fees

**2015 Water and Sewerage Revenue Bonds**

- **Purpose:** Construct Water & Sewerage System and facility improvements and expansions
- **Interest Rate:** 1 to 5%
- **Maturity Date:** 2038
- **Original Principal Amount:** $210,140,000
- **July 1, 2018 Principal Outstanding:** $195,775,000
- **Funding Source:** Water and Sewer Service Fees

**OTHER LONG TERM DEBT:**

**2011 ADDA - Parking Deck Guaranteed Revenue Debt**

- **Purpose:** Construct Downtown Parking Deck
- **Interest Rate:** 3.51%
- **Maturity Date:** 2026
- **Original Principal Amount:** $6,131,700
- **July 1, 2018 Principal Outstanding:** $3,725,400
- **Funding Source:** General Fund – Parking Fees

**2010 Public Facilities Authority Jail Advance Housing Project**

## DEBT SERVICE REQUIREMENTS

- **Purpose: Construct Advance Housing Facility at the Jail**
- **Interest Rate: 3.82% (Net Rate of 2.48%)**
- **Maturity Date: 2021**
- **Original Principal Amount: $4,500,000**
- **July 1, 2018 Principal Outstanding: $1,500,000**
- **Funding Source: General Fund Revenues**

**2002 Airport Guaranteed Revenue Debt**

- **Purpose: Construct T-Hangars at Ben-Epps Airport**
- **Interest Rate: 3.72% (first 10 years) and 2.74% (reset for final 10 years)**
- **Maturity Date: 2023**
- **Original Principal Amount: $1,000,000**
- **July 1, 2018 Principal Outstanding: $315,053**
- **Funding Source: Airport Enterprise Fund – Rent from T-Hangers**

**2009 Airport Guaranteed Revenue Debt**

- **Purpose: Construct Executive Hangers at Ben-Epps Airport**
- **Interest Rate: 4.15%**
- **Maturity Date: 2029**
- **Original Principal Amount: $600,000**
- **July 1, 2018 Principal Outstanding: $330,000**
- **Funding Source: Airport Enterprise Fund – Rent from Executive Hangers**

# FISCAL POLICIES

# OF

# ATHENS-CLARKE COUNTY, GEORGIA

**LAST REVISED BY MAYOR AND COMMISSION**

**ON DECEMBER 1,1998**

## Athens-Clarke County Unified Government Fiscal Policies

**OPERATING BUDGET POLICIES**

1. **The Unified Government will finance all current expenditures with current revenues. The Unified Government will avoid budgetary procedures that balance current expenditures through the obligation of future resources. The Unified Government will not use short-term borrowing to meet operating budget requirements.**

2. **The operating budget will provide for adequate maintenance of capital equipment and facilities and for their orderly replacement.**

3. **All Governmental Funds are subject to the annual budget process. Budgets will be prepared for Proprietary Funds (Enterprise and Internal Service) to establish fees and charges and control expenses.**

4. **The budget must be balanced for all budgeted funds. Total anticipated revenues and other resources available must equal total estimated expenditures for each fund.**

5. **All budgets will be adopted on a basis of accounting consistent with Generally Accepted Accounting Principles (GAAP). Revenues are budgeted when they become measurable and available and expenditures are charged against the budget when they become measurable, a liability has been incurred, and the liability will be liquidated with current resources.**

6. **All unencumbered operating budget appropriations will lapse at year-end. Encumbered balances will be re-appropriated in the following fiscal period in accordance with Generally Accepted Accounting Principles.**

7. **The budget shall be adopted at the legal level of budgetary control which is the fund/department level (i.e., expenditures may not exceed the total for any department within a fund). Transfers of appropriations within a Department shall require only the approval of the Budget Officer. Transfers between departments or funds, an increase of a personal services appropriation, or an increase in the level of authorized positions shall require the approval of the Mayor and Chair and Commission in accordance with Section 7-408 of the Unified Government charter. Department heads and management personnel are directed to operate within budget limitations to prevent "emergency" situations.**

8. **The Unified Government will strive to include an amount in the General Fund budget approved by the Mayor and Chair and Commission (i.e., a line item for contingencies) for unforeseen (e.g., emergency type) operating expenditures. The amount of the contingency will be no more than 5% of the operating budget.**

9. **The Unified Government will integrate performance measurement and objectives and productivity indicators within the budget.**

10. **The Unified Government will maintain a budgetary control system to ensure adherence to the budget and will prepare timely financial reports comparing actual revenues, expenditures and encumbrances with budgeted amounts.**

**11. The operating budget shall be developed to control both the direct and indirect costs of programs and services whenever practical.**

**12. The Unified Government shall comply with all state laws applicable to budget hearings, public notices, public inspection, and budget adoption.**

**13. Enterprise and Internal Service fund budgets shall be self supporting whenever possible. Excess revenues of Enterprise funds shall not be transferred to other funds unless authorized in the Annual Budget.**

**CAPITAL BUDGET POLICIES**

**1. Capital projects will be undertaken to:**

**A. Preserve infrastructure and public facilities.**
**B. Promote economic development and enhance the quality of life.**
**C. Improve the delivery of services.**
**D. Preserve community and historical assets.**
**E. Improve economically depressed areas and those with low and moderate income households.**

**2. The Unified Government will develop a five year Capital Improvement Program (CIP) and update the CIP annually to direct the financing of and appropriations for all capital projects. The Unified Government defines a capital project for inclusion in the CIP as any asset or project in excess of $20,000 with an estimated useful life of three years.**

**3. The Unified Government will coordinate the development of the Capital Improvement Program with the development of the operating budget to insure that future operating costs are projected and included in the operating budget where appropriate.**

**4. The Unified Government will develop a program to replace authorized vehicles and equipment without significant impact to the capital budget.**

**5. The Unified Government will aggressively seek public and private grants, contracts, and other outside sources of revenue to fund projects included in the Capital Improvement Program.**

**6. The balances of appropriations for capital projects will be designated by management at yearend and re-appropriated in the following years until the project is completed.**

**7. Proprietary Funds will depreciate capital assets in accordance with GAAP and all annual depreciation amounts available from earnings will be appropriated for replacement of existing capital plant and equipment.**

**8. Unreserved, undesignated fund balances for governmental funds should be used only for one time capital non-operating expenditures as appropriated by governing authority.**

## Athens-Clarke County Unified Government Fiscal Policies

**RESERVE FUND POLICIES**

1. **The Unified Government will strive to accumulate a General Fund working reserve at least equal to one month of the total General Fund budget. This reserve shall be created and maintained to provide the capacity to:**

   A. **Offset significant downturns and revision in any general government activity.**
   B. **Provide sufficient working capital.**
   C. **Provide a sufficient cash flow for current financial needs at all times.**

2. **The Unified Government will maintain reserves in compliance with all debt service requirements to maintain bond ratings and the marketability of bonds.**

3. **The Unified Government will accumulate sufficient cash reserves in Enterprise Funds to equal three months of operating expenses to provide sufficient working capital without short-term borrowing.**

4. **In periods of economic decline and recessionary periods, the Unified Government will reduce expenditures and direct reserve funds using the following sequence of actions:**

   A. **Reduce or eliminate current year funding for the Capital Additions and Improvements Program;**

   B. **Reduce or eliminate current year funding for Capital Maintenance and Repair projects and fund essential Maintenance and Repair Projects;**

   C. **Utilize General Fund Working Reserve to sustain essential services;**

   D. **And if necessary, reduce essential services**

**REVENUE ADMINISTRATION POLICIES**

1. **The Unified Government will try to maintain a diversified and stable revenue system to shelter it from short-run fluctuations in any one revenue source. The revenue mix should combine elastic and inelastic revenue sources to minimize the effect of an economic downturn.**

2. **The Unified Government will estimate its revenues by an objective analytical process in a prudent manner.**

3. **The Unified Government will follow a policy of paying for services with user charges when possible to reduce the reliance on taxes and other general revenue sources.**

4. **The Unified Government will aggressively seek public and private grants, contracts, and other outside sources of revenues for funding projects where appropriate.**

5. **The Unified Government will establish the levels of all user charges based on an analysis of the cost of providing the services. User charges will be evaluated annually.**

6. **The Unified Government will set fees charges for each Enterprise and Internal Service Fund, at a level that fully supports the total direct and indirect cost of the activity. Indirect costs include the cost of annual depreciation of capital assets and requirements for future capital costs.**

## ACCOUNTING, AUDITING, & FINANCIAL REPORTING

1. **An independent audit in compliance with Generally Accepted Audit Standards will be performed annually by a qualified external auditor in accordance with GA. Code 36-81-7 and Section 7-411 of the charter.**

2. **The Unified Government will maintain a strong internal audit function to conduct: financial, operational, compliance, and performance audits.**

3. **The Unified Government will prepare a Comprehensive Annual Financial Report in accordance with Generally Accepted Accounting Principles (GAAP). The Unified Government will strive to prepare the Comprehensive Annual Financial Report to meet the standards of the GFOA Certificate of Achievement in Financial Reporting Program.**

4. **The Unified Government will establish and maintain a high degree of accounting practice, accounting systems will conform to Generally Accepted Accounting Principles.**

5. **The Unified Government will maintain accurate records of all assets to insure a high degree of stewardship for public property.**

6. **The Unified Government will develop an ongoing system of financial reporting to meet the needs of the governing authority, the manager, department heads, and the general public. Reporting systems will monitor the cost of providing services where possible. The reporting systems will promote budgetary control and comparative analysis.**

## DEBT POLICIES

1. **The Unified Government will confine long-term borrowing to capital improvements and moral obligations.**

2. **The Unified Government will not use short-term debt for operating purposes.**

3. **The Unified Government will follow a policy of full disclosure on every financial report and bond prospectus.**

4. **General obligation debt will not be used for enterprise activities.**

5. **The Unified Government will use voted general obligation debt to fund general purpose public improvements which cannot be financed from current revenues, available fund balances, or other current sources of capital financing.**

6. **Enterprise Fund debt will be used only when revenues are sufficient to satisfy operating expenses and debt service requirements.**

7. **The Unified Government will limit the use of lease purchase and other short term debt when possible.**

## INVESTMENT POLICIES

1. **The Unified Government will maintain an aggressive program of investing all government funds under the direction of the Manager or designate.**

2. **All investments shall be made with consideration for environmental and human rights impact.**

3. **The investment program shall be operated based on the following principles, in the order listed.**

   A. **Legality - all investments comply with state and local laws.**
   B. **Safety - principal is protected from loss with secure investment practices and collaterialization.**
   C. **Liquidity - investments are readily convertible to cash when needed without losses.**
   D. **Yield or Return on Investment - earnings are maximized without diminishing the other principles.**

4. **The investment program shall comply with all Georgia laws and federal/state regulations for investing public funds and safekeeping/security requirements.**

5. **The investment program should use a competitive selection process for investments in excess of 30 days. Investments should be placed with only qualified financial institutions.**

6. **The investment program should provide for a system of internal control over investments and timely financial reporting over investing activities.**

## PURCHASING POLICIES

1. **It is the intent of the governing authority of the Unified Government of Athens-Clarke County, Georgia, to establish uniform regulations and procedures to provide for an efficient and fiscally responsible system for the purchase of materials and services necessary for the effective operations of the Unified Government. The administration of this system will comply with the highest ethical and fiscal standards and applicable laws.**

2. **The Manager shall be responsible for the operation of the Unified Government's purchasing system.**

3. **All departments and agencies of the Unified Government must utilize competitive bidding procedures, as specified in an ordinance adopted by Commission. Bids will be awarded on a nondiscriminatory basis with appropriate efforts to include local and minority businesses.**

4. **The Unified Government will strive to obtain the highest quality of goods and services for the most economical costs. Bulk purchases, quantity discounts, standardization of common items, and other approaches will be used to economically acquire goods and services.**

# Glossary

**ACCRUAL BASIS OF ACCOUNTING: The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at that time) and expenditures are recorded when goods and services are received (whether cash disbursements are recorded for those goods and services at that time).**

**APPROPRIATION: A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes.**

**ARBITRAGE: Taking funds that have been raised from the sale of tax-exempt bonds and investing them at a higher rate of interest in taxable securities. Profits derived from the interest earnings must be refunded to the federal government.**

**ASSESSMENT: The process of making the official valuation of property for taxation.**

**ASSESSED VALUE: The value at which property is taxed. The Assessed value in the state of Georgia is forty percent (40%) of the fair market value.**

**ASSET: A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events.**

**BOND: A written promise to pay a specified sum of money (called the face value or principal amount), at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.**

**BUDGET: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.**

**BUDGET DOCUMENT: The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating governing body.**

**CAPITAL PROJECTS: An item for which the purchase, construction, or other acquisition will represent a public betterment to the community and adds to the total assets of Athens-Clarke County. The project should have an anticipated life of three years or more and a total project cost of $20,000 or more.**

**CAPITAL ADDITIONS & IMPROVEMENTS PROJECT: This is a capital project of more than $20,000 which "adds" to the existing capital base or "improves" the current level of service.**

**CAPITAL MAINTENANCE & REPAIR PROJECT: This is a capital project of more than $20,000 which "maintains" the existing capital base or "maintains" the current level of service. Capital Maintenance & Repair projects are counted as part of the Operating Budget.**

**CAPITAL BUDGET: The first year of the CIP as approved by the Commission.**

**CAPITAL IMPROVEMENT PROGRAM (CIP): A plan for capital expenditures to be incurred each year over a six year period. This plan will meet the capital needs as defined in the long-term work program of Departments and other agencies of the Unified Government. It sets forth each project in which Athens-Clarke County is to have part, and it specifies the resources estimated to be available to finance the projected expenditures.**

**CASH BASIS: A basis of accounting under which transactions are recognized only when cash is received or disbursed.**

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG): A federal domestic assistance grant to develop viable urban communities by providing adequate housing and a suitable living environment as well as expanding economic opportunities for persons of low and moderate income.**

**CONTINGENCY: Those funds included in the budget for the purpose of providing a means to cover unexpected costs during the budget year. These funds can only be expended with CEO & Commission approval.**

**DEBT: An obligation resulting from the borrowing of money or from the purchase of goods and services.**

**DEBT SERVICE FUND: A fund established to account for the accumulation of resources for, and payment of, general long-term debt principal and interest.**

**DEPARTMENT: A major unit of organization in Athens-Clarke County comprised of subunits named divisions or cost centers and responsible for the provision of a specific package of services.**

**DEPRECIATION: The portion of the cost of a fixed asset charged as an expense during a particular period. The cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost.**

**ENCUMBRANCE: Commitment related to an unperformed contract for goods and services. Encumbered funds may not be used for any other purpose.**

**ENTERPRISE FUNDS: A fund established to account for operations that are financed and operated in a manner similar to private enterprise - where the intent of the governing body is to provide goods or services to the general public, charging user fees to recover financing costs. Examples are public utilities and airports.**

**EXPENDABLE TRUST FUNDS: A trust fund whose resources, including both principal and earnings, may be expended.**

**EXPENDITURES: Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlay, and intergovernmental grants, entitlement and shared revenues.**

**FISCAL YEAR (FY): The twelve-month period to which the annual operating budget applies. In Athens-Clarke County this is July 1 to June 30.**

**FRANCHISE FEES: A fee levied on utilities in exchange for allowing the utilities the use of public right-of-way.**

**FRINGE BENEFITS: Expenditures related to employee benefits such as Vacation, Sick Leave, and Health Insurance.**

**FUND: An independent fiscal and accounting entity with self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.**

**GENERAL SERVICE DISTRICT: This district consists of the total area of Clarke County.**

**GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP): Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.**

**GENERAL FUND: The fund used to account for all financial resources, except those required to be accounted for in another fund.**

**GENERAL OBLIGATION BONDS: Bonds backed by the full faith and credit of government.**

**GRANT: A contribution of assets (usually cash) from one governmental unit or organization to another. Typically, these contributions are made to local governments from the state or federal governments to be used for specific purposes and require distinctive reporting.**

**GOAL: The Goal statements included in Department budget requests are designed to inform the reader of the department's expectations for improvement, change, and/or growth in service level and activities. A goal is a standard against which to measure progress.**

**GOVERNMENTAL FUNDS: This category of funds includes typical governmental activities and includes funds such as the General Fund, Special Revenue Funds, and the Debt Service Fund. These funds are set up to measure current expendable financial resources (only current assets and current liabilities) and uses the modified accrual basis of accounting.**

**HOMESTEAD EXEMPTION: A tax relief measure whereby state law permits local governments to exempt a fixed dollar amount of appraised value of qualifying residential property.**

**INTERNAL SERVICE FUND: Funds used to account for the financing of goods or services provided by one department or agency to another department or agency of a government on a cost reimbursement basis.**

**LEASE-PURCHASE AGREEMENTS: Contractual agreements that are termed leases, but that in substance are purchase contracts.**

**LEVY: To impose taxes, special assessments or service charges for the support of government activities.**

**LIABILITIES: Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events.**

**LINE ITEM BUDGET: Listing of each category of expenditures and revenues by fund, agency, department, division and or cost center.**

**L.O.S.T. (LOCAL OPTION SALES TAX): Tax levied at the rate of one percent which applies to the same items as the State sales tax, except that the local option sales tax also applies to sales of motor fuels. In order to impose this tax, the qualifying entity must submit a copy of a resolution if more than one-half of the votes cast are in favor of the tax**

**MILL: One one-thousandth of a dollar of assessed value. A tax rate of one mill produces one dollar of taxes for each $1,000 of assessed property valuation.**

**MILLAGE: Rate used in calculating taxes based upon the value of property, expressed in mills per dollar of property value.**

**MISSION: The Mission statements included in Department budget requests are designed to inform the reader of the department's essential functions or activities/responsibilities/tasks they are charged to accomplish, as well as, the major services they provide.**

**MODIFIED ACCRUAL BASIS: The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments are recognized when they become susceptible to accrual, that is when they become both "measurable" and "available to finance expenditures of the current period."**

**OPERATING BUDGET: Plans of current expenditures and the proposed means of financing them.**

**PERFORMANCE MEASURES: Specific quantitative productivity measures of work performed within an activity or program. Also, a specific quantitative measure of results obtained through a program or activity.**

**PERSONAL PROPERTY: Property that can be moved with relative ease, such as motor vehicles, boats, machinery, and inventoried goods.**

**PERSONAL SERVICES: Expenditures for the payment of salaries, wages and fringe benefits of employees.**

**PROPERTY TAX: Tax based on assessed value of a property, either real estate or personal. Tax liability falls on the owner of record as of the appraisal date.**

**PROPRIETARY FUNDS: This category of funds often emulates the private sector and includes Enterprise Funds and Internal Service Funds. These funds are set up to measure the flow of economic resources (all assets and liabilities) and uses the accrual basis of accounting.**

**REAL PROPERTY: Land, buildings, permanent fixtures, and improvements.**

**REFUNDING: A procedure whereby an issuer of bonds refinances an outstanding bond issue by issuing new bonds.**

**RETAINED EARNINGS: An equity account reflecting the accumulated earnings of an enterprise or internal service fund.**

**REVENUE: Increases in the net current assets of a governmental fund type from other than expenditure refunds and residual equity transfers. Examples include property taxes, licenses and fees, and charges for services.**

**REVENUE BONDS: Bonds whose principal and interest are payable exclusively from earnings of an enterprise fund.**

**SELF-INSURANCE: The formal assumption or partial assumption of risks and the accounting of results. Specific accounts are set aside to fund the risks, and losses which do occur are charged against those accounts or funds.**

**S.P.L.O.S.T. (Special Purpose Local Option Sales Tax): An additional 1 percent sales tax that may be imposed for a specific time period on the same items as the State sales tax. The tax may be levied with voter approval and must be used for specific capital projects or capital outlay.**

**SPECIAL REVENUE FUND: A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes.**

**TAX ANTICIPATION NOTE: Borrowing by a local government against future anticipated tax revenue.**

**TAX DIGEST: The total assessed value of taxable property for a particular area.**

**TRUST FUNDS: Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments, and/or other funds.**

**URBAN SERVICE DISTRICT: This district consists of the area within the corporate limits of the city of Athens at the time Unification became effective.**